

Savannah River Site

***FY1995 WORKER TRANSITION AND
COMMUNITY ASSISTANCE PLAN***



JULY 21, 1995

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Attachment 1: 120 Day Notification, February 7, 1995

Attachment 2: Executive Summary, February 17, 1995

U. S. Department of Energy Savannah River Site FY 1995 Worker Transition and Community Assistance Plan

New directions in national and world events have required a corresponding change in the way the Department of Energy conducts its business. Understanding this reality, the Department of Energy is seeking to offer programs which strike a balance between benefits for displaced workers and more cost effective government. It is of utmost concern to the Department to minimize hardships for those who have proudly served their nation's defense needs in the past, and whose lives and livelihoods are impacted today. The details of this plan are based on our best efforts to define and establish, in a difficult time and with input from our stakeholders, a middle ground acceptable to diverse groups with different goals and needs: the Department of Energy, Savannah River Site employees, local community stakeholders, and taxpayers.

I. Introduction

Reduced funding and revised mission guidance for the Savannah River Site (SRS) for Fiscal Year 1994 required the Site's first workforce restructuring carried out in accordance with Section 3161 of the National Defense Authorization Act of Fiscal Year 1993. This workforce restructuring included a reduction of approximately 2,600 positions across the Site. A documented account of this activity was developed and submitted to Congress in the *Savannah River Site 1993 Workforce Restructuring Plan - New Responsibilities, New Missions, New Opportunities*, dated August 23, 1993.

In 1995, three significant factors have combined to require further reductions in staffing levels at SRS: the continuing need to reduce Federal expenditures, changing Site missions, and contract reform initiatives including fixed-price subcontracting. In response to this need for further workforce restructuring, the *Savannah River Site Fiscal Year 1995 Worker Transition and Community Assistance Plan* has been developed in accordance with Section 3161 of the National Defense Authorization Act of Fiscal Year 1993. The purpose of this document is to set forth plans for responding to budgetary reductions within the Department of Energy (DOE), assisting displaced workers, and mitigating the social and economic impact to communities affected by the loss of some 4,200 jobs before the beginning of FY 1996. SRS workers included in this workforce restructuring plan include:

- full-service employees of Westinghouse Savannah River Company (WSRC), Bechtel Savannah River, Incorporated (BSRI) and Wackenhut Services, Incorporated (WSI)
- assimilated employees of WSRC and BSRI
- limited-service employees of WSRC and BSRI
- subcontractors affected by program and budget changes, including those who augment WSRC and BSRI staffing

- SRI construction crafts workers
- DOE support services contractors

Definitions of the various employment categories within organizations affected by workforce restructuring are provided below:

Full-Service Employees are defined as full-time or part-time, regular employees of either WSRC, BSRI or WSI. The term comprises exempt employees, including managers, supervisors, and professionals; and nonexempt employees.

Limited-Service Employees are any workers hired under an individual employment contract with WSRC or BSRI for a predetermined period of time, not to exceed one year, or to complete a specific task.

Assimilated Employees are workers whose subcontracts have been assimilated by WSRC or BSRI from M. K. Ferguson, Miller Dunn Electric, and North Brothers.

Subcontractor Employees are individuals who augment or support WSRC and BSRI staffing functions.

Construction Craft Workers include:

- Option A employees - former Du Pont craft employees on roll March 31, 1989, who were hired by BSRI on April 1, 1989, and elected to participate in the BSRI amended benefit program, and
- Option B employees - craft employees hired after April 1, 1989, who are covered under union representation benefit programs, or those hired prior to April 1, 1989, who elected the union representation benefits program.

DOE Support Services Contractors are firms operating under DOE prime contracts providing various technical and administrative services for specific purposes, e.g. tasks.

The benefits offered in this plan are intended to be consistent with the authority granted in the National Defense Authorization Act of FY 1993; implementing policy and directives of DOE; and funding constraints. Modifications to this plan or to plan benefits may be necessary in the event the statute is modified or rescinded; there is a change in implementing policy; or additional funding constraints are imposed. Furthermore, it is not the intent of DOE in implementing this workforce restructuring plan to create any private right of action or to modify obligations imposed upon employers or employee representatives by law or by contract.

II. FY 1995 Workforce Restructuring Strategy

On February 7, 1995, DOE announced that approximately 4,200 positions at SRS were expected to be eliminated before the beginning of FY 1996 (see Attachment 1). This destaffing strategy is based on a current understanding of the FY 1996 and out-year budgets and may need to be revised if those budgets are modified. The effects on staffing levels for SRS contractors are as follows:

Westinghouse Savannah River Company and Bechtel Savannah River, Incorporated

The original FY 1994-FY 1995 workforce restructuring strategy for both WSRC and BSRI was announced in February 1994 to the workforce and the general public. As outlined in that announcement, a staffing reduction of approximately 1,700 positions was targeted to occur between November 30, 1993, and September 30, 1995. This strategy was based primarily on managing attrition, which included the completion of construction projects and subcontract tasks, as well as resignations and retirements of full-service employees, and was further augmented by an ongoing hiring freeze. As a result, 1,070 positions have been eliminated through management of attrition.

Budgetary Reductions. Continuing pressure to reduce Federal expenditures and the consequential descoping of Site work now requires a strategy encompassing more than attrition and the Site hiring freeze. The full impact of FY 1996 budgetary reductions has been factored into staffing plans for the Site and results in the need for a reduction of 3,900 WSRC and BSRI positions before the beginning of FY 1996.

During FY 1996, additional employee separations are anticipated based on completion of project work and other programmatic changes. These will be in addition to the reductions in staffing which result from attrition and the continuation of the hiring freeze.

Changing Missions at SRS. Due to the end of the Cold War and changes in global defense needs, the primary mission of SRS has changed from defense to one principally associated with waste management and environmental restoration activities, including decontamination and decommissioning work. SRS will continue to support the nation's nuclear weapons stockpile by recycling tritium components in the Replacement Tritium Facility.

Fixed-Price Subcontracting Initiatives. Since 1989, SRS has been actively working to increase the use of fixed-price subcontracting at the site, both in an overall procurement strategy and specifically in the services and construction areas. SRS plans to continue contracting activities which can be more cost-effectively performed by fixed-price subcontracting. As fixed-price subcontracting initiatives continue to increase, work traditionally performed by WSRC and BSRI employees may be contracted out. In some cases, employees displaced by fixed-price subcontracts may be able to fill open positions

deemed to be critical staffing needs. In other cases, displaced employees may receive retraining and be reassigned to funded vacancies elsewhere in the organization. Certainly, one of the key objectives in fixed-price subcontracting, as well as in Section 3161 workforce restructuring, is to retrain and reassign displaced workers whenever possible. However, in situations where internal reassignment is not viable, workers displaced by fixed-price subcontracting initiatives will be covered under this workforce restructuring benefit program, as applicable. (Refer to the 3161 Job Attachment Test on pages 14-15.)

Wackenhut Services, Inc.

Staffing levels for WSI, the security contractor at SRS, are directly linked to facility operations and cannot be reduced until facilities are shut down. In 1993, WSI developed a schedule for the phaseout of security for certain defense facility operations over a three-year period. WSI had originally planned to reduce staffing levels by 56 positions by September 30, 1995. However, based on FY 1996 budget impacts, WSI will now have to eliminate 170 positions before the beginning of FY 1996.

DOE Support Services Contractors

As a result of the FY 1996 budgetary reductions, DOE will reduce tasks and budgets resulting in these contractors having to eliminate approximately 130 positions before the beginning of FY 1996.

III. Workforce Analysis

In September 1994, staffing at SRS totaled 21,039 positions. Distribution of this staffing among DOE, its contractors, and subcontractors is shown below.

U. S. Department of Energy Savannah River Operations Office	562
Westinghouse Savannah River Company and Bechtel Savannah River, Incorporated	18,650
Wackenhut Services, Incorporated	1,007
U. S. Forest Service	91
Savannah River Ecology Laboratory	245
U. S. Army Corps of Engineers	39
DOE Support Services Contractors	445
Total	<hr/> 21,039

WSRC and BSRI (including cost reimbursable type subcontractors), WSI and DOE support services contractors are the only Site contractors presently affected by workforce restructuring. DOE Savannah River Operations, Savannah River Ecology Laboratory, the U. S. Forest Service, the U. S. Army Corps of Engineers, and WSRC fixed-price subcontractors are not included in the workforce restructuring activities described in this plan.

Table III-1. Destaffing profile: Summary by company and employment category of total workers including FY1995 baseline and projections for July 1, 1995, and September 30, 1995.

Note: Actual distribution and total number may vary from projected distribution.

Company	Employment Category		FY1995 Staffing Baseline	Projected 7/01/95	Projected 9/30/95
WSRC and BSRI as of 9/30/94	Total		18,650	14,750	14,750
	Full-service	Total	15,983	13,450	
	Exempt		9,607	8,164	
	Nonexempt		6,376	5,286	
	Construction craft		1,750	1,100	
	Limited-service		146	0	
	Subcontractor		771	200	
WSI as of 1/15/95	Full-service	Total	969	864	798
	Exempt		252	242	237
	Nonexempt		717	622	561
DOE Support Services as of 12/31/94	Total		502	372	372
	Total		20,121	15,986	15,920

Staffing Analysis and Projections

Programmatic Changes

Programmatic changes continue to impact the SRS workforce, as new missions are identified which impact the skill mix requirements of the worker population and as corresponding redistributions and reductions in funding occur. An analysis of the WSRC and BSRI funding distribution changes that have occurred between FY 1993 and FY 1995 as a percent of the total budget is shown below:

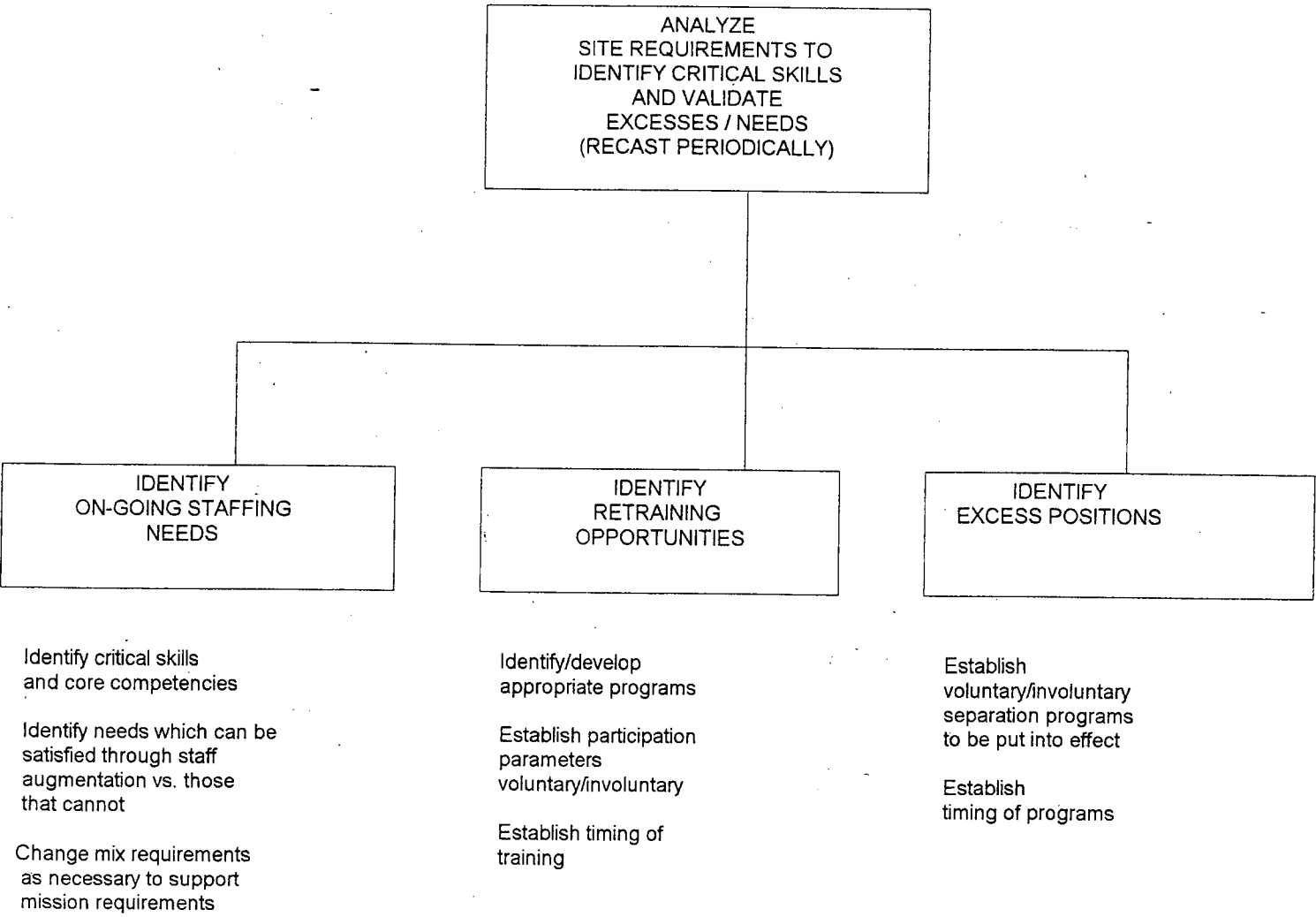
	FY 1993	FY 1995	Delta
Defense Production (DP)	52%	41%	-11%
Environmental Restoration and Waste Management	24%	39%	+15%
Construction	<u>24%</u>	<u>20%</u>	-4%
	100%	100%	

As indicated in Table III-1 Workforce restructuring Profile, approximately 4,200 positions will be eliminated during the FY 1995 workforce restructuring initiative. Programmatic changes and attrition are expected to have the following impact:

Positions Reduced	Programmatic Changes
1,100	Project reductions
100	DP mission restructure- Movement and de-inventory of M-Area
500	Operations reconfiguration
150	Commercialization of selected operations
130	DOE support reductions
500	Reductions in indirect (administrative)
170	Security reductions
1,150	Scale back of support effort, efficiency achievements and elimination of non-essential Order requirements
400	Other
<u>4,200</u>	Total

Skill mix impact attributable to the above is reflected in the "reduction" column of Tables III-3 and III-4.

Figure III-A. Staffing Strategies Map



Methodology

During FY 1994, a staffing analysis methodology was developed at SRS, which is utilized to conduct workforce analyses for WSRC and BSRI. The workforce analysis process was developed to facilitate staffing and skill-mix management, to minimize the impact of future restructuring activity on mission-based staffing requirements, and to maximize retained workforce utilization. Specific objectives include the following:

- Maintain Site critical skills and core competencies
- Freeze general Site hiring
- Avoid involuntary separations to the extent practicable
- Utilize fixed-price subcontracts where possible
- Skill mix shifts as necessary to support mission objectives
- Emphasize retraining where practicable

A number of actions have been taken to facilitate identification and resolution of staffing issues, support staffing strategy development and implementation, and enhance management of staffing levels throughout all organizations. Two significant elements are highlighted below:

Staffing Oversight Committee. A Staffing Oversight Committee was established in January 1994. This committee serves as a review board for all WSRC and BSRI staffing issues and provides their recommendations to senior management. The committee analyzes workforce skill-mix issues, approves internal personnel movements and reassignments, approves critical outside hire activity, approves staff augmentation subcontracting requests and reviews nonexempt personnel upgrades to exempt positions.

Office of Internal Reassignment. In January 1994, the Office of Internal Reassignment was established to direct and implement internal reassignment of WSRC employees.

Staffing Strategies Map

Refer to the *Staffing Strategies Map* displayed in Figure III-A in the following discussion of SRS staffing strategies:

Identification of On-Going Staffing Needs

Retention and replacement of critical skills and core competencies is of utmost importance to current and future mission success. Table III-2 shows those areas currently identified to be in this mission sensitive category. The restructuring process is managed to ensure that acceptance of voluntary separation programs does not deplete these resources. Acceptable target ranges were established by skill categories, and VSP application requests were tracked on a daily basis. WSRC, BSRI and WSI reserve the right to deny approval of VSP applications in those skill categories that, if targeted totals are exceeded, would negatively impact the Site's ability to meet mission requirements.

In an additional effort to retain core competencies, a new Site *Increase and Decrease in Nonexempt Workforce* practice was approved in July 1994. This practice governs the reassignment of nonexempt personnel following workforce restructuring activity. Implementation of this practice within the WSRC

nonexempt workforce has increased management's flexibility in establishing core staffing units designed to protect and maintain staffing levels necessary to the safe operation of all Site facilities. Core staffing has been approved for production operators and laboratory technicians, and will be factored into any decrease in the overall nonexempt workforce. This new practice will also reduce the total number of nonexempt employee moves (based on seniority) during a reduction in force.

The Staffing Oversight Committee evaluated all requests for critical positions and for all personnel services subcontracts and contract extensions. Short-term needs and areas with low staffing ratios of subcontractor to full-service employees represent opportunities for redeployment of full-service employees and a consolidation of positions. Consequently, limited service positions and all staff augmentation positions that can be filled by full-service employees will be eliminated during FY 1995 workforce restructuring.

Fifty critical hiring slots have been approved for WSRC during FY 1995. While 34 of these positions were initially assigned to the divisions, only seven have been filled. Active recruiting has been curtailed to unique Ph.D. requirements not available on the Site and confined to critical skill categories that will not be impacted by FY 1995 restructuring activity and cannot be filled through retraining initiatives. Specifically, process/chemical engineers and chemists are two skill categories where shortages are anticipated and staffing needs may become more critical, since these positions remain key elements in the site's ability to perform on-going mission work. Table III-3 shows that these skill categories have been identified as areas where little or no restructuring impact will occur.

It is anticipated that SRS staffing levels will continue to decrease in the near-term. Declining budgets and staffing reductions are serving as drivers in defining the Site's scope of work, and as such, impact skill-mix objectives for the foreseeable future. Other factors that directly impact future SRS skill-mix forecasts include:

- Long term mission definition
- Tritium sourcing and loading
- Canyon operation levels
- Spent fuel storage from overseas
- Plutonium disposition options

As these uncertainties are resolved, skill-mix changes necessary to support new mission requirements will be identified through the workforce analysis process.

Identify Retraining Opportunities

As a result of the on-going workforce analysis, several retraining opportunities were identified. Operator pipeline training courses were initiated for 107 employees with FY 1993 3161 funding. High Level Waste (HLW) operators have completed classroom training and are becoming certified on the job at the present time, while Defense Waste Processing Facility (DWPF) operators will continue in classroom training until September 1995.

Additionally, the following retraining initiatives have been undertaken in anticipation of FY 1995 3161 funding:

- A new Radiological Control & Health Protection (RC&HP) position category was established to rectify a shortfall of qualified technicians through redistribution of tasks. Thirty-six employees received training for basic RC&HP work and this made possible the reassignment of 26 qualified and experienced RC&HP workers to DWPF.

- The initial staffing of the Consolidated Incineration Facility (CIF) was completed with the transfer of 26 operators from other production departments to begin retraining for CIF operations.
- An HLW Late Wash training program was developed and is currently under consideration for 3161 funding. However, due to budget reductions and the resulting uncertainties surrounding future staffing levels in HLW, this retraining initiative will very likely be suspended before the beginning of FY 1996.

Minimal retraining opportunities are foreseen in the near future as current uncertainties about the Site's future mission put all retraining programs at risk. The reduction of 4,200 positions (approximately 21% of the workforce) will leave few skill areas that are not impacted, since 3161 retraining guidelines provide that retraining that is considered practicable should be completed within six months and should not exceed \$10,000 per trainee.

Identify Excess Personnel Not Eligible for Retraining

Reference Tables III-3, III-4, and III-5 for a summary of the excess positions that will result from FY 1995 workforce restructuring at SRS. Exempt and nonexempt positions are categorized by the same skill-mix groupings that have been utilized in two previous analyses conducted in FY 1994 and early FY 1995. Skill categories have been ranked from areas of largest impact (total to be excessed) to areas of little or no impact.

The tables reflect a reduction in construction and startup activities. Construction crafts, construction and startup engineers and planners/schedulers are highly impacted areas. Retraining is not considered practicable for affected workers in these categories, as their skills are not consistent with the long term future needs of the Site, nor can they be retrained under interim 3161 retraining guidance to meet current site critical needs.

Tables III-3 and III-4 provide profiles of projected excess positions by skill category. The actual distribution and total number following completion of the FY 1995 reduction in force may vary from the projected distribution.

Table III-2. Critical skills and core competencies by programs.

CRITICAL SKILLS AND CORE COMPETENCIES	REACTORS RBOF	DEFENSE PROGRAMS NEW TRITIUM MISSIONS	NMSP	HLW/DWPF	SOLID WASTE	ENVIRONMENTAL RESTORATION	SITE SUPPORT
Operators	•	•	•	•	•		
Mechanics	•		•	•	•		
Engineers - Chemical	•	•	•	•		•	•
- Mechanical	•	•	•	•	•	•	•
- Electrical	•		•	•	•		•
- Metallurgical				•			•
- Nuclear				•	•	•	•
- Criticality							•
- Environmental	•			•	•	•	•
- Computer				•	•	•	•
Professional/Technical Writers			•				
Trainers			•	•			
Scientists - Chemists				•			•
- Geologists						•	
Radiological Control Technicians							•
Industrial Hygienists							•

Critical skills needed to support SRTC core technologies include the following:

R & D Scientists (PhD, MS and BS)

Chemical process
Chemists - Nuclear/ Radiological
- Analytical/ Environmental
Meteorologists
Aqueous Transport Chemists
Environmental Dosemetrists
Metal Hydride Technology
Statisticians/ Biostatisticians
Thermal/ Fluids Testing
Engineering Modeling
Geologists/Hydrogeologists
Hydrologist
Geochemists/ Geophysicists
Groundwater Modelers
Ecologists/ Toxicologists
Mass Spectroscopists
Atmospheric Modelers
Microbiologists

R & D Engineers (PhD, MS and BS) Laboratory Technicians

Chemical
Electrical/ Electronic
Mechanical
Metallurgical/Ceramic
Civil
Environmental
Non-destructive Examination
Welding Technology
Computer Science

Thermal/ Fluids/ Chemical
Robotics
Metallurgical/ Mechanical/ Analytical

Acronym Legend:

RBOF - Receiving Basin for Offsite Fuel
NMSP - Nuclear Materials Stabilization Program
HLW - High Level Waste
DWPF - Defense Waste Processing Facility

Table III-3. Profile 3. Projected Westinghouse, Bechtel, and Wackenhut Full Service Exem

WORKFORCE PROFILE			
FULL-SERVICE EXEMPT POSITIONS			
Skill Category	FY1995 Baseline	Reduction *	7/1/95 Workforce
ENGINEERS/GENERAL	1111	237	874
MANAGERS	1638	159	1179
FIRST LINE SUPERVISORS	654	122	432
ENGINEERS-CONSTRUCTION	485	119	366
PROFESSIONAL-OTHER	134	89	445
INSTRUCT-TRAINEES	221	54	167
SPECIALISTS	1295	85	1210
PLANNERS/SCHEDULERS	243	46	197
ENGINEERS-PROJECT CONTROL	185	42	143
ENGINEERS-STARTUP	103	42	61
FINANCIAL/ACCOUNTING	257	41	216
ENGINEERS-QA	208	35	173
ENGINEERS-DESIGN	444	33	411
HUMAN RESOURCES	101	25	76
PROFESSIONAL-COMPUTER	139	30	109
PROFESSIONAL-PROCUREMENT	162	20	142
ADMIN ASSISTANTS	189	19	170
PROFESSIONAL-SECURITY SPECIALIS	39	18	21
PROCEDURE WRITERS	164	17	147
ENGINEERS-PROJECT MANAGEMENT	61	16	45
ENGINEERS-PROJECT	113	15	98
APPLICATION DEVELOPERS	101	14	87
ENGINEERS-REGULATORY	27	15	12
ENGINEERS-ENVIR	66	11	55
PROFESSIONAL-EMERGENCY PLANNI	33	10	23
ADVISOR-ADM	10	10	0
INFORMATION CENTER ANALYSTS	13	10	3
EXPEDITERS	9	9	0
ENGINEERS-R&D	257	7	250
ENGINEERS-SAFETY COMPLIANCE	20	5	15
ENGINEERS-SYSTEMS LOG	550	5	545
SPECIALISTS-QA	6	6	0
ENGINEERS-COMPUTER	10	4	6
CONTRACT ADM	5	3	2
PROGRAM SUPPORT	4	3	1
TECHNICAL EDITORS/WRITERS	9	3	6
ENGINEERS-CONFIGURATION	55	2	53
PROFESSIONAL-INVENTORY CONTROL	7	2	5
PROFESSIONAL-RECORD MANAGEME	26	2	24
ENGINEERS-PROCESS	19	3	16
PROFESSIONAL-FIRE PROTECTION	39	0	39
PROCESS/MGMT EVAL ANALYSTS	7	0	7
ENGINEERS-TELECOMMUNICATION	63	0	63
ALARA TEAM LEADERS	4	0	4
PARALEGAL	3	0	3
PRIN. CONTRACT M	0	0	0
SCIENTISTS & SCIENTISTS RD	318	5	313
UNALLOCATED (1)	0	50	-50
ADMINISTRATIVE AND OTHERS WSI	252	15	242
TOTAL EXEMPT POSITIONS	9859	1458	8406

NOTE: Manager excess represents positions excessed from Site. Table reflects 300 managers and 100 supervisors reassigned to Professional-Other positions to support span of management goals. Actual distribution will vary by individual

* Includes attrition plus planned reductions.

(1) 50 unallocated reductions are included but will not occur until after July 1, 1995.

Table III-4. Profile of WSRC, BSRI and WSI Nonexempt, Craft and Nonmanual Positions.

WORKFORCE PROFILE FULL-SERVICE NONEXEMPT POSITIONS			
SKILL CATEGORY	FY1995 BASELINE	REDUCTION	7/1/95 WORKFORCE
CLERICAL	1344	289	1055
PRODUCTION UNIT	1284	113	1171
MECHANIC-E&I	790	114	676
MECHANIC-MAINTENANCE	595	106	489
LABORATORY	474	54	420
RAD CONTROL & HEALTH PROT	524	37	487
POWER UNIT	183	38	145
NON MANUAL BSRI	245	25	220
EMERGENCY RESPONSE	80	14	66
GENERAL SERVICE OPERATOR	49	24	25
QUALITY INSPECTION UNIT	116	19	97
DRAFTER	45	12	33
MOBILE EQUIPMENT UNIT	125	12	113
OPERATIONS TECHNICIAN UNIT	100	13	87
MATERIAL PROCESSOR	137	5	132
INDUSTRIAL HYGIENE	22	8	14
RIGGER	79	8	71
RAILROAD UNIT	17	10	7
EQUIPMENT REPAIR UNIT	56	29	27
EMERGENCY OPS CENTER UNIT	5	5	0
MEDICAL UNIT	11	4	7
LOCKSMITH UNIT	5	1	4
PHOTOGRAPHY UNIT	8	0	8
REPROGRAPHICS UNIT	45	0	45
COMPUTER SYSTEM UNIT	24	0	24
ILLUSTRATOR	11	0	11
GLASSBLOWER	2	0	2
UNALLOCATED (1)	0	150	-150
GUARD SERVICE WS	605	147	519
ADMINISTRATIVE AND OTHERS	112	9	103
TOTAL NONEXEMPT POSITIONS	7093	1246	5908

* Includes attrition plus planned reductions.

(1) 150 unallocated reductions are included but will not occur until after July 1, 1995.

Table III-5. Profile of total SRS Positions.

WORKFORCE PROFILE TOTAL SRS POSITIONS				
POSITION CATEGORY	FY1995 BASELINE	REDUCTION	7/1/95 WORKFORCE	9/30/95 WORKFORCE
FULL-SERVICE EXEMPT	9859	1458	8406	8401
FULL-SERVICE NONEXEMPT	7093	1246	5908	5847
CONSTRUCTION CRAFT	1750	650	1100	1100
LIMITED-SERVICE	146	146	0	0
SUBCONTRACTOR	771	571	200	200
DOE SUPPORT SERVICES	502	130	372	372
TOTAL POSITIONS	20121	4201	15986	15920

IV. Workforce Restructuring Programs

To accomplish necessary reductions, voluntary incentives and assistance to involuntarily terminated employees are being implemented in 1995. All workforce reduction decisions will be made without regard to an employee's race, color, religion, gender, national origin, age, physical or mental disability, or veteran status. Restructuring decisions will also reflect key issues including workforce diversity, safe operations, and cost effectiveness.

Career development programs will be continued and emphasized during and following workforce restructuring activity at SRS. Increased individual productivity is critical to meeting the Site's future missions with a reduced workforce. Innovative career development initiatives can provide renewed energy to management and employees alike, and will contribute to the development of a focused and motivated workforce capable of accomplishing a significant scope of work with fewer resources.

To enhance the versatility of the Site's retained workforce after restructuring, retraining opportunities will be provided to employees who need to supplement their existing skills. This will enable these individuals to develop and maintain skills needed to safely operate the Site and will also prepare them to assume new assignments with increased responsibility.

DOE is committed to ensuring that SRS is a model work environment where everyone has an equal opportunity to contribute and develop. This commitment continues during and beyond FY 1995 workforce restructuring, and also extends beyond reducing or preventing discrimination in the work environment to creating an environment that fully utilizes the talents and capabilities of all employees.

3161 Job Attachment Test

To be eligible for 3161 benefits at SRS, an employee must meet certain the following criteria:

Management and Operating (M&O) Full-Service Regular Employees

- must be employed at SRS by WSRC, BSRI or WSI at the time of the 120-day Notification issued on February 7, 1995, and
- must have worked as an M&O employee at a DOE defense nuclear facility on or before September 27, 1991, (recognized date as end of Cold War) or with a contract that was assimilated from M. K. Ferguson, Miller Dunn Electric, North Brothers by WSRC or BSRI, and continuously thereafter, and
- must be terminated as a result of the announced workforce restructuring action.

Intermittent Workers

- must have been employed at SRS within the 180 calendar days preceding the 120-Day Notification issued on February 7, 1995, and
- must have worked at SRS a total number of hours equivalent to having worked full time (35 hours per week which is the local industry standard of full time) from September 27, 1991, through February 7, 1995, and
- must lose their job as a result of the termination of a project or the completion of an assignment or project without prospect for follow-on assignment at the Site for at least six weeks due to the announced workforce restructuring.

Early Retirement and Voluntary Separation Incentives

Early retirement and voluntary separation incentives were developed to maximize the number of employees able to leave the Site of their own choice, thereby, reducing the number of workers involuntarily separated. The following programs were offered March 1 - March 30, 1995, to full-service M&O employees meeting 3161 eligibility criteria:

WSRC and BSRI Early Retirement Incentive (ERI). An ERI was offered to WSRC and BSRI eligible employees (reference the Job Attachment Test) that is identical to the benefit offered in 1993 and which allows employees to add three years of service and three years of age as of September 30, 1995, to calculate pension eligibility and benefits. Eligible full-service WSRC and BSRI employees who elected early retirement will receive a separation bonus equal to one week of pay for each full year of service up to a maximum of 26 weeks pay. Employees who accepted severance pay (calculated through September 30, 1985) from Du Pont on April 1, 1989, will receive a separation bonus equal to one week of pay for each full year of service up to a maximum of ten weeks pay. Employees who are 50 years of age as of September 30, 1995, and who retired from Du Pont on March 31, 1989, and were rehired by WSRC on April 1, 1989, as well as assimilated employees who are 50 years of age as of September 30, 1995, and were assimilated from M. K. Ferguson, Miller Dunn Electric, and North Brothers by WSRC and BSRI, will receive a separation bonus equal to one week of pay for each full year of service with WSRC or BSRI up to a maximum of six weeks pay. All employees who elected early retirement were required to sign a General Release and Waiver statement.

Voluntary Separation Program (VSP) for Full-Service M&O Employees Hired Before September 27, 1991. A VSP was offered to all full-service and assimilated WSRC and BSRI employees, as well as to WSI full-service employees who are eligible for 3161 benefits. This program differed from that which was offered in 1993. A "cafeteria-style" approach was used in which an employee eligible to receive 3161 benefits could select those which were of the greatest personal value equal to a total benefit of \$20,000. Key benefits included extended medical benefits, educational assistance, outplacement assistance, and relocation assistance. A "cash-only" option was also available to employees participating in the VSP in lieu of any of the other benefit options. All benefits offered under the cafeteria-style VSP program were subject to federal, state, and Federal Insurance Contribution Act (FICA) taxes. (The individual benefit programs are detailed on pages 18-21.) The cash benefits available in the VSP were intended to be comparable to the cash incentives offered under the ERI.

If workers are re-employed by their former Site employer within one year after taking the voluntary separation, they must pay back the pro rata share of this benefit. In addition, WSRC and BSRI nonexempt employees, along with WSI non-bargaining unit employees, who elect voluntary separation will be required to forfeit recall rights.

The voluntary separation program was offered to WSRC, BSRI and WSI employees from March 1, 1995 through March 30, 1995. All employees who elected voluntary separation were required to sign a General Release and Waiver statement.

In order to maintain the integrity of the core competencies required to safely and responsibly operate the Site, WSRC, BSRI and WSI reserved the right to deny participation in the voluntary separation program when the loss of critical skills would threaten core competency levels and adversely affect Site operations.

Full-Service M&O Employees Hired After September 27, 1991. WSRC, BSRI and WSI full-service employees who meet the 3161 eligibility criteria, with the exception that they were hired to work at SRS after September 27, 1991, were eligible to receive a special incentive payment of \$7,500 along with extended medical coverage benefits, if they elected voluntary separation. If workers are re-employed with their former Site employer within one year after taking this voluntary separation incentive, they must pay back the pro rata share of this benefit. All employees who elected voluntary separation were required to sign a General Release and Waiver statement.

WSRC, BSRI, and WSI Transferees. When transferring to another corporate location where relocation allowances are limited or unauthorized, full-service employees of WSRC, BSRI, and WSI may be reimbursed up to \$12,000 for incurred relocation expenses. This benefit was made available to employees who would otherwise be ineligible to receive any 3161 benefits.

Construction Crafts Voluntary Separation Program (VSP). Construction crafts employees who meet the eligibility criteria for intermittent workers were eligible to voluntarily separate when a reduction in force is scheduled in their specific craft and/or occupational code. Employees approved for the VSP will receive all of the benefits offered to construction crafts workers who are involuntarily separated. (These benefits are detailed on page 17.) If workers are re-employed on the Site for construction work within six weeks after accepting the VSP, they must pay back the pro rata share of this benefit. This benefit will be applicable to voluntary separations occurring through September 30, 1996.

Benefits for Involuntarily Separated Employees

Benefits will be offered to 3161-eligible M&O employees who are involuntarily separated as a result of workforce restructuring and to workers displaced as a result of continuing fixed-price subcontracting initiatives at SRS. Differences in benefits are based on the 3161 Job Attachment Test:

WSRC, BSRI and WSI Full-Service Employees. Eligible involuntarily separated WSRC, BSRI and WSI full-service employees will receive severance pay equal to one week of pay for each full year of service up to a maximum of 26 weeks pay. Employees who accepted severance pay from Du Pont on April 1, 1989, (calculated on service through September 30, 1985), will receive severance pay equal to one week of pay for each full year of service up to a maximum of ten weeks pay. Employees who retired from Du Pont on March 31, 1989, and were rehired by WSRC on April 1, 1989, and assimilated employees who rolled over from M. K. Ferguson, Miller Dunn Electric, and North Brothers to WSRC and BSRI between November 1989, and October 1992, will receive severance pay equal to one week of pay for each full year of service with WSRC or BSRI up to a maximum of six weeks pay.

In addition, extended medical benefits, educational assistance, relocation assistance, outplacement assistance, Employee Assistance Program (EAP) services and a preference in hiring benefit will be available for these employees who meet the eligibility criteria described for each of these programs on pages 18-21.

Full-Service M&O Employees Hired After September 27, 1991. Involuntarily separated WSRC, BSRI and WSI full-service employees hired after September 27, 1991, will receive severance pay equal to one week of pay for each full year of service, along with extended medical coverage and outplacement assistance.

Construction Crafts Benefit. Voluntarily and involuntarily separated construction employees meeting the 3161 Job Attachment criteria for intermittent workers, and who have no prospect of a follow-on assignment at SRS within six weeks will receive a special one-time benefit equal to six weeks pay at the hourly rate times 40 hours per week. These employees will also be eligible for educational assistance benefits, relocation assistance when a displaced construction employee obtains employment at another DOE, Bechtel, or Westinghouse location, access to the Outplacement Resource Center and the DOE resume bank (JOBBS network) and a preference in hiring benefit. If workers are re-employed on the Site for construction work within six weeks after being separated, they must pay back the pro rata share of this benefit. This benefit will be applicable to layoffs occurring through September 30, 1996.

WSRC and BSRI Limited-Service (LSE) Employees. LSE employees whose contracts are terminated due to workforce restructuring will be able to use the Outplacement Resource Center and will be provided with resume preparation services and access to the DOE resume databank (JOBBS network). Limited-service employees will automatically vest in the Savings and Investment Plan, but those with less than three years of service will forfeit company contributions (including associated earnings). A preference in hiring benefit will be given to those employees who meet the 3161 Job Attachment Test for intermittent workers.

WSRC and BSRI Subcontractor Employees. Subcontractor employees whose contracts are terminated due to workforce restructuring will be able to use the Outplacement Resource Center and will be provided with resume preparation services and access to the DOE resume databank (JOBBS network). These employees should check with their employer to understand what company benefits, if any, are provided to them under lay-off conditions. A preference in hiring benefit will be given to those employees who meet the 3161 Job Attachment Test for intermittent workers.

DOE Support-Services Contractor Employees. Employees who are terminated during the period of performance due to workforce restructuring will be able to use the Outplacement Resource Center, will be provided with resume preparation services and access to the DOE resume databank (JOBBS network), and will be provided with EAP services. These employees should also check with their employer to understand what company benefits, if any, are provided to them under lay-off conditions. A preference in hiring benefit will be given to those employees who meet the 3161 Job Attachment Test for intermittent workers.

3161 Benefits

Medical Benefits. WSRC, BSRI and WSI employees who are (1) eligible for medical insurance coverage under the company plan at the time of separation, (2) voluntarily separated and select this benefit, or involuntarily separated due to workforce restructuring, and (3) are not otherwise eligible for such coverage under another program, such as through a new employer or their spouse's medical plan,

are eligible to receive extended medical benefits pursuant to the DOE Displaced Workers Health Benefits Program. Such employees and their eligible dependents will be provided with continuation of medical benefits as follows:

<u>Year 1</u>	Company pays 100 percent of company-paid rate; separated employee pays the active employee premium rate for dependent coverage.
<u>Year 2</u>	Employee pays one-half the COBRA rate.
<u>Year 3 and subsequent years</u>	Employee pays the full COBRA rate.

Ultimately, if employees do not elect coverage under the DOE program, they are still eligible for medical coverage under Title X of the Consolidated Omnibus Budget Reconciliation Act of 1985 (**COBRA**).

Dental Benefits. Eligible employees and their eligible dependents will be able to obtain dental benefits under COBRA at employee expense.

Life Insurance. Involuntarily separated full-service WSRC and BSRI employees will receive continuation of non-contributory and contributory life insurance coverage at company expense for one year or two months for each full year of service, whichever is greater. WSI employees may convert their life insurance coverage to a personal policy.

Savings and Investment Plan. WSRC and BSRI voluntarily and involuntarily separated full-service employees are automatically vested in the savings and investment plan. Eligible voluntarily and involuntarily separated full-service WSI employees will become automatically vested in their WSI-SRS 401(k) Plan.

Retirement Program Vesting. Voluntarily and involuntarily separated WSRC and BSRI full-service employees will be vested if their service time, as of the last day worked, is equal to four years plus 1,000 hours of compensated work. Eligible voluntarily and involuntarily separated WSI employees will be automatically vested in their WSI-SRS Pension Plan, and will be credited with their 1995 service time if they have at least 1,000 hours of compensated work in 1995.

Educational Assistance

Tuition Assistance. Tuition reimbursement will be made available to eligible full-service WSRC, BSRI and WSI employees who are voluntarily separated and select this benefit or to those who are involuntarily separated due to workforce restructuring to cover tuition, fees, books, laboratory fees, or other required expenses for an approved course. Eligibility for this benefit is based on the 3161 Job Attachment Test for M&O full-service employees and for craft workers who meet the intermittent test criteria.

The amount of assistance available is not to exceed \$10,000 over a four-year period commencing immediately after separation from the respective Site employer. In cases of tuition reimbursement, students are required to satisfactorily complete the coursework to continue to receive this benefit. If

eligible separated employees are receiving financial assistance through other publicly funded sources, those funds have to be used prior to using this educational assistance benefit. Eligible individuals must be enrolled at an educational institution that is regionally accredited or approved for Veterans Administration benefits. These disbursements will be subject to federal, state, and FICA taxes.

Educational assistance will be terminated when a voluntarily or involuntarily separated employee becomes employed with the DOE or one of its managing and operating contractors, or where employment with another employer results in eligibility for any form of tuition reimbursement.

Company-Sponsored Training Assistance. Eligible involuntarily separated employees may use the \$10,000 tuition assistance benefit referenced above to obtain company-sponsored training through a new employer, provided the new employer provides continuous employment over a two-year period.

Other Educational Assistance. The Department of Labor has a Job Training Partnership Act program that offers terminated workers full scholarships to technical schools for associate degrees. They also are working on a plan to supplement bachelor's and master's degrees. Department of Labor representatives at the Outplacement Resource Center will help terminated workers seek information on this program.

Relocation Assistance

Eligible employees who are voluntarily separated and select this benefit and those who are involuntarily separated (does not include M&O corporate transferees discussed on page 16) will be eligible for reimbursement of relocation expenses up to \$2,000 if they fill a position at another DOE, Westinghouse, Bechtel, or Wackenhut location within one year of their separation date, and if the hiring location's policies and practices do not cover full reimbursement of relocation expenses. Eligibility for this benefit is based on the 3161 Job Attachment Test for M&O full-service employees and for craft workers who meet the intermittent test criteria.

The employee must provide documentation of incurred expenses. This benefit will be available for up to one year after the employee's termination date. Reimbursement of relocation expenses will be subject to federal, state, and FICA taxes.

Outplacement Assistance

The SRS Outplacement Resource Center is located on Richland Avenue in Aiken, South Carolina, (former SRS Central Training Facility) for easy access to affected workers, potential employers, and agencies offering services. Outplacement services will be made available to all voluntarily and involuntarily separated employees.

Equipment and supplies for use by separated personnel will be provided at the Outplacement Resource Center. Job fairs, as well as posting of separated employees' qualifications through various private, state and federal job bank networks will be provided. Resume books and other devices geared toward optimizing job opportunities will be available. Services provided for involuntarily separated WSRC full-service employees, BSRI non-manual employees and WSI full-service employees will include transition and career path counseling and innovative job search techniques.

The Outplacement Resource Center staff will maintain an active communications network designed to keep separated employees aware of employment opportunities and will also maintain a close liaison with state employment and counseling agencies in the Central Savannah River Area. Additionally, employees

interested in job-skill training programs available through the Department of Labor, the South Carolina Employment Security Commission, and local schools will be provided with contacts at these agencies.

The Outplacement Resource Center will be open and available to separated employees on a daily basis during normal working hours for approximately four months.

Employee Assistance Program

WSRC's existing Employee Assistance Program (EAP) refers and provides professional and confidential counseling for WSRC and BSRI employees and their families regarding emotional difficulties, stress management, legal and financial management, marriage and family matters, and substance abuse. Available at the Outplacement Resource Center, these services will be offered to all WSRC and BSRI full-service voluntarily and involuntarily separated employees and their families for up to 12 months after separation. EAP services will also be provided to subcontractor and DOE support service contractors at the Outplacement Resource Center. Key features of this program are highlighted below:

- The program will communicate and coordinate with appropriate community service agencies to request resources, alert them to possible increases in requests for services, and otherwise inform them of potential changes in the community.
- Program counselors will counsel individuals and families in a private location at the Outplacement Resource Center. Affected individuals will be referred to appropriate community services.
- A resource packet for affected employees will include financial management information, a description of EAP services, a directory of community and United Way resources, and other information on free or reduced-cost services.

WSI employees will also be afforded EAP services. Literature with telephone numbers and addresses of the EAP providers will be given to employees during their out-processing.

Preference in Hiring

All employees, except construction crafts employees, who have been involuntarily separated and meet the 3161 Job Attachment Test will be entitled to a continuing preferential hiring benefit for jobs for which they qualify and where practicable and consistent with the order of preference specified in the *SRS 1993 Workforce Restructuring Plan* and repeated below:

- First preference will be given to displaced full-service employees of the Site contractor having the opening.
- Second preference will be given to displaced full-service employee from the other onsite contractors.
- Third preference will be given to displaced full-service employees from management and operating contractors at other DOE sites.
- Fourth preference will be given to displaced intermittent/temporary workers at the Site.

- Fifth preference will be given to displaced intermittent/temporary workers from other sites.
- The last option will be to hire from outside of the Site and DOE complex.

Eligible construction crafts employees who have been involuntarily separated will receive preference in hiring on a one-time basis only. Local discussions between BSRI and union representatives are continuing in an effort to develop an implementation plan for preferential hiring for construction work at SRS.

Retraining for Retained Displaced Defense-Related Workers

Retraining initiatives at SRS have been developed in two phases. Both phases are described in the following paragraphs to provide a programmatic view of the overall effort to date, as well as a profile of curriculums delineated by funding years:

Phase I began as a result of workforce restructuring activities that occurred in FY 1993. As a part of 1993 workforce restructuring, SRS pursued retraining of 107 defense-related workers displaced by workforce restructuring and developed the Pipeline I program to improve employees' knowledge of basic and technical fundamentals in addition to job knowledge and skills needed for positions in the High Level Waste division. The Pipeline I program was continued into FY 1994 and FY 1995. Trainees in this class will complete the curriculum in September, 1995.

Also in late FY 1994, seven new retraining programs were developed in anticipation of further workforce restructuring activity. These programs include Latewash Facility operations and maintenance, Consolidated Incineration Facility operations and maintenance, Environmental Restoration project management, Defense Waste Processing Facility radiological controls/health physics training, and Solid Waste decontamination and decommissioning training and engineering. Volunteers who pass the requisite entry exams are being assigned to these environmental restoration/waste management retraining programs. When completed, this movement will result in the reassignment of 266 employees to waste management functions.

Phase II is the result of the current workforce restructuring and is scheduled to be initiated in late FY 1995. Retraining curriculums for an additional 111 displaced defense-related workers who will be reassigned to environmental restoration/waste management positions, as well as 670 displaced defense workers in non-environmental/waste management positions include the following:

Production and Maintenance Personnel. Basic fundamentals training (up to 16 weeks of reading and computational skills, business writing, and life skills), technical fundamentals training (five to six weeks of training in the basics of chemistry, physics and energy; and in instrumentation, measurement, and controls), orientation and mandatory training for new assignment (three to five days), job-specific training (classroom and on the job), and, where appropriate, degree programs related to the new assignment.

Professional Personnel. Orientation and mandatory training for new assignment (three to five days), job-specific training (classroom and on the job), vendor-supplied training in specialized skill areas such as computing networks and infrastructure and proprietary software application development and, where appropriate, degree programs related to the new assignment.

Administrative/Service Personnel. Basic fundamentals training (up to 16 weeks of reading and computational skills, business writing, and life skills), orientation and mandatory training for new assignment (three to five days), and job-specific training (on the job).

A new skills augmentation program has also been developed for those individuals who need to develop core competencies (reading and mathematics), as well as those who need a review of high school-level science topics prior to entering the Basic and Technical Fundamentals portion of the pipeline training curriculum.

Table IV-1. Early retirement incentive benefits.

EARLY RETIREMENT INCENTIVE BENEFIT MATRIX	2 WSRC Full-Service Employees	BSRI Nonmanual Full-Service Employees	WSRC and BSRI Full-Service Assimilated Employees	Construction Craft Option A Employees	Full-Service Du Pont Retire/Rehire Employees
Early Retirement Incentive (3+3)	•	•	•	•	•
Separation Bonus (1)	•	•	•	•	•
Outplacement Resource Center	•	•	•	•	•
Extension of Medical Coverage	Retiree	Retiree	3161	Retiree	
Automatic Vesting in SIP	•	•	•	•	•

1 Full-service WSRC and BSRI employees will receive a separation bonus equal to one week of pay of service up to a maximum of 26 weeks.

Assimilated employees whose contracts were assimilated from M. K. Ferguson; Miller Dunn Electric Brothers by WSRC or BSRI will receive a separation bonus equal to one week of pay for each full year up to a maximum of 6 weeks.

Employees who accepted severance pay from Du Pont for service through 1985, and Option A will receive a separation bonus equal to one week of pay for each full year of service up to a maximum of 26 weeks.

Employees who retired from Du Pont on March 31, 1989, and rehired with WSRC or BSRI on April 1, will receive a separation bonus equal to one week of pay for each full year of service up to a maximum of 26 weeks.

Table IV-2. Voluntary separation program benefits.

VOLUNTARY SEPARATION PROGRAM BENEFIT MATRIX	BSRI Non-manual			WSI Full-Service Employees Hired on or Before 9/27/91	WSRC/BSRI/WSI Employees Hired After 9/27/91	Construction Crafts Option A Employees (5)	Construction Crafts Option B Employees (6)
	WSRC Full-Service Employees Hired on or Before 9/27/91	Full-Service Employees Hired on or Before 9/27/91	WSRC and BSRI Full-Service Assimilated Employees (4)				
Separation Incentive (1)	•	•	•	•			
Special Separation Incentive (2)					•		
Craft Special Bonus (3)						•	•
Education Assistance	•	•	•	•		•	•
Outplacement Resource Center	•	•	•	•	•	•	•
Access to DOE Resume Database	•	•	•	•	•	•	•
Employee Assistance Program	•	•	•	•	•	•	
Extension of Medical Coverage	•	•	•	•	•	•	
Automatic Vesting in SIP	•	•	•	•	•		
Relocation Assistance	•	•	•	•		•	•

1 Eligible WSRC, BSRI and WSI employees may elect from eight combinations of separation benefit options with a total value of \$20,000.

2 Eligible employees will receive \$7,500.

3 Eligible employees will receive six weeks pay.

4 This category includes those employees whose contracts with MK Ferguson, Miller Dunn Electric, and North Brothers were assimilated by WSRC.

5 This category includes former Du Pont craft employees who elected to participate in the BSRI amended benefit program.

6 This category includes all craft employees hired after April 1, 1989, and those former Du Pont craft employees who elected union representation.

Table IV-3. Involuntary separation program benefits.

INVOLUNTARY SEPARATION BENEFIT MATRIX	WSRC Full-Service Employees Hired On or Before 9/27/91	BSRI Nonmanual Full-Service Employees Hired On or Before 9/27/91	WSRC and BSRI Full-Service Assimilated Employees (1)	WSRC Full-Service DuPont Retiree/Rehire Employees	WSRC and BSRI Limited Service Employees	WSRC and BSRI Subcontracted Employees (2)	Wackenhut Services, Inc. Employees Hired On or Before 9/27/91	DOE Support Services Contract Employees	Construction Craft Option A Employees (3)	Construction Craft Option B Employees (4)	WSRC/BSRI/WSI Full-Service Employees Hired After 9/27/91
120-Day Notice	•	•	•	•	•	•	•	•			•
Craft Special Bonus									•	•	
Involuntary Optional Retirement	•	•	•	•					•		
* Education Assistance	•	•	•	•			•		•	•	
Severance Pay	•	•	•	•			•				•
Outplacement Resource Center	•	•	•	•	•	•	•	•	•	•	•
DOE Resume Databank/Job Bank	•	•	•	•	•	•	•	•	•	•	•
Resume Preparation	•	•	•	•	•	•	•	•	•	•	•
Interview Skills Workshops	•	•	•	•			•				•
Subject Expert Sessions	•	•	•	•			•				•
Employee Assistance Program	•	•	•	•			•		•		•
Extension of Medical Coverage	•	•	•				•		•		•
Automatic Vesting in SIP (5)	•	•	•	•	•		•		•		•
* Relocation Assistance	•	•	•	•			•		•	•	
* Preference in Hiring (6)	•	•	•	•	•	•	•	•	•	•	

1) This category includes those employees whose contracts with MK Ferguson, Miller Dunn Electric and North Brothers were assimilated by WSRC and BSRI.

2) This category includes subcontract employees who augment WSRC and BSRI staffing.

3) This category includes former DuPont craft employees on roll 3/31/89, who were hired by BSRI on 4/1/89, and elected to participate in WSRC and BSRI amended benefit program.

4) This category includes all crafts employees hired after April 1, 1989, and those former Du Pont craft employees who elected union representation benefit programs.

5) Only limited-service employees with 3 or more years of service will receive company contributions (including associated earnings).

6) For non-construction employees, the same order of preference as cited in the SRS 1993 Workforce Restructuring Plan.

* Employees must meet the 3161 Job Attachment Test to be eligible for this benefit.

V. Community Assistance Plan

The end of the Cold War and changing national priorities have resulted in budget and staffing reductions throughout the DOE complex. The SRS budget has been reduced by 30 percent during the three-year period covering Fiscal Years 1993 through 1996. SRS staffing has been reduced by 35 percent during the same time frame. To offset the impact of this downsizing, Section 3161 of the National Defense Authorization Act for Fiscal Year 1993 provides the authority to DOE to work with and provide financial and other assistance to communities, industries, economic development agencies, and other government agencies to benefit the five-county, two-state local region comprising Aiken, Barnwell, and Allendale Counties in South Carolina and Columbia and Richmond Counties in Georgia.

SRS can be a powerful influence in the economic growth and diversification of the local region for a variety of reasons. First, the Site represents a significant market for locally supplied goods and services. Many such services historically were provided on site with dedicated resources, and DOE is committed to accelerating the process of privatization. Second, the substantial infrastructure at the Site can be used in ways that will make it attractive for industry to locate at SRS or elsewhere in the local region. Third, access to SRS core technologies and capabilities can be used to attract business to the local region, to spawn new business, to strengthen existing business, and to foster growth of small and disadvantaged business. And fourth, the Site's workforce is highly skilled, well-educated, and well-trained. As employment levels continue to decline at the Site, former workers comprise an attractive labor pool for new and expanding businesses.

In 1993, the Savannah River Regional Diversification Initiative (SRRDI) was formed as the community reuse organization to develop and implement a regional plan for economic development and diversification for the five-county, two-state local region. This organization comprises business, government, and education leaders from South Carolina and Georgia. DOE plans to use SRRDI where feasible for the implementation of community-based economic development programs and is committed to working with this organization in supporting a wide range of initiatives designed to contribute to the overall prosperity of the region. As the regional plan takes shape under the leadership of SRRDI, DOE's Community Assistance Plan will be adjusted as appropriate to ensure continuity with implementation strategies for economic development programs that are supportive of the regional plan.

In drafting its FY 1995 Community Assistance Plan, DOE reviewed input from SRRDI and other community groups and identified three primary objectives. The first objective is to assist in the creation of private sector jobs that will provide employment for displaced SRS workers. These jobs may be created either through a direct tie with SRS technologies, capabilities, and/or infrastructure or through specific regional economic development initiatives that have no direct relation to SRS. The second objective is to assist in expansion of the regional economic base to enable states and communities to mitigate the impact of SRS downsizing. The third objective is to develop a new customer base for SRS capabilities and personnel to help maintain core technologies and capabilities and sustain a workforce to support future missions at the Site. To meet these objectives, DOE proposes to undertake a combination of direct economic development assistance, technology initiatives, and supporting activities as outlined below. Proposed activities are intended to provide a balance between realizing benefits in the near term and planting the seeds for results on a longer-term basis.

During the period FY 1993-1995, DOE has taken actions to establish and fund SRRDI as the Community Reuse Organization and to initiate a limited number of specific projects in support of Community assistance objectives. A total of \$13,795,000 has been made available for these activities as follows:

- Establishment of SRRDI and funding for SRRDI sponsored specific Community Assistance projects. \$6,320,000
- Regional economic planning, assessments and development. \$2,600,000
- Technology specific commercialization, planning and support. \$4,875,000

These activities were funded from a combination of programmatic sources (\$7,795,000) and Workforce Restructuring/Community Assistance funding (\$6,000,000).

The proposed activities described below are designed to offset the continuing impact of the current reduction in SRS employment and are intended to supplement ongoing initiatives which were begun in FY 1995 and previous years. Examples of other, complementary initiatives include specific regional initiatives funded through SRRDI, regional environmental restoration pilot projects sponsored by DOE's Office of Technology Development, and the proposed establishment of centers of excellence such as the Advanced Analytical Center for Environmental Sciences, the Southeastern Environmental Resource Alliance, and the Water Resources Technology Center, the International Forest Center, and the Solid Waste Technology Center.

Activities proposed under this Community Assistance Plan are subject to the availability of funding. It is anticipated that funding will be limited and it will therefore be imperative to adopt strategies and priorities jointly with our neighbors in the five-county, two-state local region that will ensure the most effective use of DOE funding in conjunction with funding provided by other governmental and private sources. Cost sharing strategies will be adopted where appropriate.

Direct Community Assistance

Funding and other forms of assistance will be sought to encourage the expansion of existing businesses and the growth of new businesses in the five-county, two-state local region as follows.

Economic Development Seed Fund. These funds would be used as seed capital to provide specialized incentives to induce the expansion of existing industry and the relocation of new industries in the local region. Incentives will be tailored to individual situations. Projects will be selected based on merit of proposed concepts. Funds also may be available to employers within the local region as an incentive to hire displaced SRS workers.

Asset Reuse. When it is determined that DOE physical assets at SRS, including facilities, infrastructure, and equipment, are no longer needed to support the SRS mission, such physical assets may be made available to private industry academia, or local communities for beneficial uses that would contribute to the economic development and diversification of the local region. The availability of assets for specific uses will be investigated and evaluated on a case-by-case basis. As a result of these investigations, facility outfitting may be undertaken to accommodate private user needs. An example of a potential asset reuse would be the DOE sponsorship of a nuclear industrial park at SRS. Such a park would provide siting for private sector nuclear-related ventures such as a multipurpose reactor, a metal reuse center, and a waste minimization and treatment center.

Local Procurement Program. Consistent with Section 3161 of the National Defense Authorization Act for Fiscal Year 1993 and approval of this Community Assistance Plan, DOE contractors will restrict some SRS purchases to vendors within the five-county, two-state local region when qualified local vendors are present to ensure fair and reasonable competition.

As part of its ongoing local vendor outreach program, DOE sponsors forums and workshops for local vendor development and provides opportunities through its annual Small Business Awareness Day for small and small disadvantaged businesses to display their wares and services to other local businesses. SRS procurement opportunities are advertised to local businesses through an electronic bulletin board as well as through advertisements placed in local papers. SRS proposes to implement a Local Labor Usage requirement as part of its contracting and subcontracting program. Bidders or offerors will be required to identify the percentage of labor from the surrounding five-county, two state local region to be utilized under the contract or subcontract, similar to a Small and Small Disadvantaged Business Subcontracting Plan and evaluation of bids will consider this factor.

Privatization Initiatives. DOE is committed to accelerating the privatization of appropriate SRS activities within the local region. Feasibility studies and business strategies will continue to be developed for all infrastructure-related activities and for operational activities as appropriate. DOE will sponsor incentives to encourage industry and/or employees to privatize SRS activities within the five-county, two-state local region. Primary consideration will be given to proposals with the potential for serving a combined SRS and commercial customer base.

Loaned Executive Support. SRS executives will provide assistance and consultation to organizations contributing to economic development within the local region. These loaned executives will assist in directing and organizing economic development initiatives and in developing and implementing strategic business plans. Loaned executive assignments will be made based on merit of the proposed economic development initiative and the availability of individuals having appropriate expertise matching the needs of the initiative.

Loaned executives also may be available to regional government agencies and educational institutions to assist in projects designed to upgrade the level of services provided by these agencies and institutions. An example of a loaned executive assignment would be to provide assistance in upgrading regional communication capabilities and networks to enable access to global information databases for educational, commercial, industrial, and governmental uses.

Technical and Industrial Assistance. This program is designed to make the technical resources of SRS available to assist with solutions for technical and environmental problems experienced by industry and communities in the local region. The problem is matched with an SRS expert who investigates the situation, assesses the problem, and recommends a solution. The program includes short-term problem assessment and longer-term assistance with problem resolution where appropriate.

Technology Initiatives

For many years, SRS scientists and engineers have applied technologies to solve complex problems. These capabilities represent an asset available to support the creation of a viable regional economic strategy directed at attracting high-technology, high-wage jobs linked to the Site's technology base. Funding and other assistance will be sought to support initiatives related to SRS technologies as follows.

Technology Transfer Seed Fund. These funds would be used as seed capital to provide specialized incentives designed to effect the transfer of SRS technologies to the private sector resulting in the expansion of existing industry and/or the relocation of new industries in the local

region. Projects will be selected and partnerships pursued based on merit of proposed concepts.

International Center for Applied Research (ICAR). This center would be located at or adjacent to SRS and will facilitate efforts to capitalize on and enhance SRS technology through commercial applications. Initially funded for a three-year period, ICAR will become self-sustaining as private companies begin using its research and development infrastructure and commercialize technologies from the Site, creating private spin-off businesses.

Technology Transfer Programs. DOE and its contractors will engage in innovative technology transfer programs designed to attract the investment of funds from other Federal programs, state governments, and private industry. The goal of these programs is to leverage the technologies, capabilities, and facilities of SRS and others for the mutual benefit of SRS, its partners, and surrounding communities. Funding also will be provided for cooperative research and development agreements (CRADAs); patents and licensing; technology commercialization assessments, private sector market surveys, and business planning; private sector outreach initiatives including networking, electronic information exchange, advertising, media publicity, and trade conference exhibits; and technology transfer symposia and workshops.

Supporting Activities

Some specific supporting activities are intended to enhance infrastructure and quality of life features necessary for successful economic diversification.

Economic Modeling. DOE will sponsor a socioeconomic analysis of the five-county, two-state region surrounding SRS to assess the impact of the proposed FY 1995 reduction in SRS employment. Similar analyses would be performed in FY 1996 and FY 1997. The results of these analyses would then be used by SRRDI and other agencies in their regional economic development planning and implementation processes.

Social and Cultural Institution Assistance. A reduction in SRS employment of the magnitude necessary to meet the FY 1996 budget reduction will place a severe strain on social and cultural institutions in the local region. Demand for the services of these institutions will increase at the same time that other sources of financial assistance to these institutions is decreasing. Limited assistance would be provided to these institutions as appropriate to offset the impact of the SRS reduction in force.

User Facilities. As an incentive to industry to locate or expand operations within the local region, a plan will be implemented to establish specific SRS facilities as user facilities, serving a dual-use function in support of the SRS mission but available to private industry and others for product or process development on favorable terms. The feasibility of private use of specific candidate facilities will be evaluated and facility outfitting may be undertaken to accommodate private user needs.

Educational and Training Programs. To enhance the educational infrastructure necessary to attract high-technology industries to the local region, matching funds would be provided for the establishment of a joint center for technical studies. The center would provide opportunities for undergraduate and graduate degrees in the sciences, mathematics, engineering, and other technical fields. Funds also may be provided for technology exchange initiatives between SRS and historically black colleges and universities. Additional funds may be available, in areas where state funding is not available, to local colleges and technical schools for curricula expansion to support changing educational and training needs identified by industry to facilitate private sector employment of displaced SRS workers as the local region grows and diversifies.

In addition, DOE and its contractors conduct an ongoing education outreach program in

partnership with the local educational community to improve teacher and student skills and to implement innovative initiatives designed to provide a highly-skilled, marketable workforce base to aid in attracting new industry to the area. Examples of recent education outreach initiatives include:

- Opportunities for undergraduate, graduate, and postdoctoral students to participate in research and development at SRS
- Summer internships at SRS for students in Grades 11 and 12 and for teachers of kindergarten through Grade 12
- A traveling science demonstration program under which SRS scientists teach scientific principles to elementary, middle, and high school teachers and students
- Participation in the South Carolina School-to-Work program by providing high school seniors with hands-on work opportunities two days per week
- A program involving high school students in the public review process for Environmental Impact Statements issued by SRS

Specific initiatives such as these that are designed to upgrade the quality of education at all grade levels will be assessed on a case-by-case basis and may be supported through this Community Assistance Plan.

Small Business Development. Efforts will be coordinated with the Georgia and South Carolina Small Business Development Centers and other interested parties to offer seminars to SRS employees on how to start up a small business. DOE also will implement an entrepreneurial leave of absence policy as an incentive to SRS employees interested in starting up a new business.

Continuing Community Assistance. To provide for flexibility and contingency planning in its Community Assistance Plan, DOE will seek to set aside a small amount of funding for beneficial community initiatives which are not specifically covered under the categories of assistance outlined above and for which other sources of funding do not exist. Initiatives will be selected for funding based on merit of proposed concepts.

Funding Request

The DOE Site Manager has requested \$73,915,000 to support the activities described in this Community Assistance Plan. The annual funding being requested is \$30,500,000 for Fiscal Year 1996 and \$43,415,000 for Fiscal Year 1997, which includes a three percent increase for escalation. Funding provided to support these requested actions will be determined by the level of Congressional appropriations received for Worker and Community Transition programs in Fiscal Years 1996 and 1997.

Community Involvement

DOE's goal is to provide community assistance through initiatives that complement and support SRRDI's evolving regional economic development plan and to use the assets of SRS for mutual benefit to the local region and the Site. This Community Assistance Plan represents a cross-section of input from members of the surrounding communities. Comments received as a result of public meetings held on March 2, 1995, and March 27, 1995, have been incorporated to the extent possible. As we move forward with the restructuring of SRS, we will continue a working dialogue with our neighbors to ensure that we undertake programs that are efficient, effective, and mutually beneficial.

VI. Schedule

The schedule for implementing the *Savannah River Site Fiscal Year 1995 Worker Transition and Community Assistance Plan* is as follows:

February 7, 1995	120-Day Notification
February 17, 1995	Executive Summary mailed to all stakeholders
February 27, 1995	First employee stakeholder meeting
* March 1, 1995	ERI/VSP window opens
March 2, 1995	First community stakeholder meeting
March 10, 1995	Second employee stakeholder meeting
March 17, 1995	Stakeholder comments due
March 27, 1995	Second community stakeholder meeting
** March 30, 1995	ERI/VSP window closes
March 31, 1995	Final community stakeholder comments due
April 7, 1995	Draft <i>Worker Transition and Community Assistance Plan</i> submitted to DOE Headquarters
May 1-2, 1995	Employee notifications issued to full-service M&O employees
May 8, 1995	Final <i>Worker Transition and Community Assistance Plan</i> submitted to DOE Headquarters
June 30, 1995	Reduction-in-force completed
July 1, 1995	<i>Worker Transition and Community Assistance Plan</i> implemented
* VSP window for craft 3161 benefits opened March 21 - 30, 1995.	
** VSP window extended to April 7, 1995, for eligible assimilee employees; ERI window extended to April 17, 1995, for employees who become eligible between June 1, 1995, and September 30, 1995.	

VII. Stakeholder Consultation

The focus of worker transition and community assistance planning communications is to describe workforce restructuring activities at SRS and community assistance programs aimed at the local region, while seeking to alleviate stakeholders' anxieties regarding the future. A predominant theme that emerged from stakeholder feedback in 1993 was that too much time was consumed by the workforce restructuring process and there was an overload of communication. In response, the communications plan and stakeholder input process were combined and streamlined this year.

A variety of vehicles were used in an effort to collect meaningful input from employee and community stakeholders and in order to ensure that all comments are considered. To provide all stakeholders with an overview of as much information as possible about the 1995 draft plan, an information package was mailed to all employee and community stakeholders February 17. That package included a cover letter from Mario P. Fiori, Manager, DOE Savannah River, an executive summary/synopsis of the draft plan, information about times and locations of upcoming stakeholder meetings, and an address where written comments could be sent. A copy of the executive summary/synopsis is included in Attachment 1 to this plan. Information packages outlining specifics of the voluntary separation program and the early retirement incentive were sent to eligible employees the following week, and made available over electronic mail so that all employees would have sufficient information about these programs to develop meaningful input prior to the initial meeting.

Two meetings where site employees could hear a review of the draft plan and ask questions and express concerns were held (February 27 and March 10). Two separate meetings for community stakeholders were also held (March 2 and 27). At those meetings, representatives from DOE presented an overview of draft plan details, then opened the floor to questions/concerns. Transcribers captured concerns expressed by attendees to assist in preparation of a written summary.

Written comments were collected in two ways. Stakeholders mailed written comments to Human Resources Division (HRD-Q), Department of Energy, Savannah River Operations Office, Post Office Box A, Aiken, South Carolina 29802. These were tracked according to sender and concern. An electronic mail account was also opened specifically for the purpose of accepting questions and comments from employees. Formal comments (as opposed to questions) sent to this account were included with written stakeholder input as described above. Questions were scanned, consolidated and addressed in written "Question & Answer" sheets distributed over electronic mail and in hardcopy to managers and supervisors to share with employees.

Approximately 3,000 stakeholders attended the meetings that were conducted on FY 1995 workforce restructuring and community assistance planning at SRS. In addition, 1,400 questions were sent to the "Restructuring" electronic mail account, while 325 comments were received via the U. S. Postal Service and the Restructuring electronic mail account combined.

In general, employees were most vocal in expressing their frustration over the ERI not being offered to more employees, inclusion of the Cold War date as a dividing line in the design of the separation benefits plan, taxation of benefits, and being asked to make decisions in a short timeframe and before the specific provisions of the benefits programs were finalized. Employees were anxious about what changes might be implemented in the FY 1995 programs as a result of stakeholder input and how this might affect their personal decisions. They also wanted to know whether there would be additional layoffs in FY 1996 and how they would be handled.

Armed with many specific suggestions based on information received, employees asked for greater flexibility in the programs. They wanted more inclusive ways of calculating eligibility, even to opening all programs to a sitewide universe (allow those who want to leave the opportunity to go, and afford those who want to stay a better chance of avoiding involuntary separation); more time for employees to decide on VSP/ERI acceptance, a voluntary separation program for construction crafts employees, eased restrictions on cash-only options, and more voice in deciding how funds are allocated so as to avoid negative impacts on their community.

Stakeholder Input

3161 Job Attachment Test

Two issues surfaced around the "Cold War Warrior" criteria, which originally specified that an employee must have been employed by an M&O contractor at SRS on September 27, 1991, and continuously thereafter: first, employees questioned (and challenged) the rationale for the date chosen and thought benefits should be based on salary and length of service; secondly, they expressed a view that 3161 benefits should be increased for employees hired after that date. Stakeholders expressed strong objections to the narrow application of the 3161 Job Attachment Test. They felt that the test should take into account service time with SRS subcontractors; with other DOE/DOD facilities; or with parent companies to site contractors prior to September 27, 1991.

Some groups of employees, in particular BSRI construction crafts, DOE support service contractor employees, and WSRC and BSRI subcontractor employees, felt they deserved eligibility in more programs. Construction crafts employees asked to be made eligible for the VSP and ERI; DOE support service contractor and WSRC and BSRI subcontractor employees wanted 3161 benefits (in particular, educational assistance and extended medical coverage), and part-time full-service WSRC and BSRI employees questioned the initial decision to pro-rate VSP benefits to them based on their current working hours.

Early Retirement Incentive

A number of employees near the required age for ERI participation suggested that the age and service provisions be revised. For example, the majority of attendees at the first stakeholder meeting thought that applying the 3+3 retirement calculation in a more liberal combination (i.e., "stacking") would increase the eligible universe for the ERI and constitute a more equitable offering to the workforce. Many employees have also suggested offering this incentive to anyone who would qualify for a full or reduced pension. Others suggested using "4+4" or "5+5" incentives to include more participants. Increased ERI participation would not only reduce the number of involuntary separations in the workforce, but would also reduce economic impact on the local housing market and area businesses, since retirees would be more likely to remain in the local area.

This theme also prevailed among community stakeholders and was heard in letters read aloud and in speeches from South Carolina's Senator Strom Thurmond, Aiken's Mayor Fred Cavanaugh, local leaders and business owners and several employees. Amend the ERI so that more employees could take advantage of this program and retire in, rather than leave, the area. Stakeholders maintained that in this way, the local economy would suffer less economic impact. Also in this vein, attendees voiced admonitions to DOE to consider long-term impacts on the community when deciding how to allocate workforce restructuring funds. The general feeling was that it would be better for DOE to spend more money now on the ERI and thereby prevent economic impact to the local community, rather than have many people leave the area and then have to allocate more funds later for "economic assistance." The way the plan is written, from the stakeholders' view, only a few hundred can take advantage of the ERI. With minor modifications, thousands could be eligible, which would reduce the economic impact of the restructuring.

Stakeholders also expressed views regarding the perceived inequities between richness of ERI programs at SRS and other DOE locations (in particular, Oak Ridge and Hanford). Employees asked questions about funds that were declared surplus from Du Pont's pension fund and turned over to DOE in 1989

(where are these funds now, how are they being used and could they go towards enriching the FY 1995 ERI, so that employees would remain in the community?).

The view was expressed by WSRC transferees that this group of employees has been treated differently with regard to service eligibility for the ERI. This group prepared a petition, signed by 200 employees, to request that DOE review benefits offered to those who have come to SRS from other Westinghouse locations and whose pension benefits are "suffering" under the current workforce restructuring plan.

Voluntary Separation Programs

Many stakeholders wrote about personal circumstances that made them ineligible for the VSP as it was initially presented. Some employees had been onsite for decades, but were not eligible for the VSP because they are subcontractors. (Subcontractor employees currently employed by Raytheon are actually working under a contract that has been in place at SRS since the early 1950s.) Others now work for BSRI, but were rolled over after September 27, 1991. Consequently, they had long years of site experience, but were not considered eligible for the full-service employee VSP. Still others transferred from other DOE sites or other Westinghouse or Bechtel locations, where they had decades of service, but they were not eligible for the VSP because they had only been at SRS about two years. WSI employees expressed a desire to have their previously-approved VSP program replaced with the same cafeteria-style offering made available to WSRC and BSRI employees. Many stakeholders commented that the entire package was unfair and not in line with other sites. Other comments on the voluntary separation packages include making them of at least the same value as incentive packages offered at other DOE facilities; making relocation assistance available to all employees, not just those taking jobs at other DOE facilities; and providing the option of spreading educational assistance over four years.

Voluntary Separation Program for Employees Hired After September 27, 1991. The original \$5,000 special voluntary separation incentive was protested by stakeholders. Some observed that the newer employees — especially nonexempt employees with less seniority — will be hit hardest by workforce restructuring and should be offered more in the way of 3161 benefits. Others said this amount is hardly an incentive, since many of the eligible employees would fare better if involuntarily separated receiving severance plus extended medical coverage. (Stakeholders did not realize at the time that extended medical coverage is also included in the VSP benefit package for these employees.) Some employees pointed out that the amount offered is less than a similarly targeted incentive offered to WSRC Hanford employees.

Many stakeholders pointed out that much defense-type work was still being done after the September 27, 1991 date. Specifically at SRS, plans were proceeding for the New Production Reactor, and K Reactor restart was an emphasis. Destruction of the Berlin Wall and the dissolution of the Soviet Union does not mean the world is politically stable, and these defense-type activities prove it. The Cold War cutoff date is arbitrary and unfair, stakeholders wrote. In many cases, they suggested offering those who voluntarily separate a benefit package pro-rated for each year of service, up to a maximum of \$20,000.

Stakeholders also articulated perceived inequities between the flexibility of packages offered to pre- and post-Cold War employees. Specifically, they cited the lack of flexibility in the latter program and suggested that these employees should be allowed to take the health insurance option in cash and should also be eligible for educational assistance funds in addition to the \$5,000 special separation incentive payment.

Voluntary Separation Benefits for Construction Crafts. Construction crafts employees expressed their view that they should be allowed to participate in the voluntary separation programs in order to minimize the number of involuntary separations at the Site; several individuals expressed their willingness to voluntarily separate if there were an incentive to do so. Employees also expressed their dissatisfaction with the one-year payback requirement originally included in the benefit program for construction workers.

Workforce Restructuring Schedule

Many stakeholders questioned both the timing and duration of the 30-day window for the VSP/ERI incentive programs (March 1 - 30, 1995). Most did not understand that these programs could be approved and the window opened before DOE has approved the final workforce restructuring plan. They also questioned how employees could be expected to make this important decision in just 30 days, especially when the benefit programs were undergoing modifications during the same 30-day period.

Employees asked about the possibility of extending the VSP/ERI window to allow higher-paid employees sufficient time to find a new job. They also expressed concerns centered around being able to obtain sufficient up-to-date information to make informed decisions (Will those accepting the VSP still have access to the External Job Listing? Can more people be assigned to staff the workforce restructuring Hotlines?) Employees also expressed significant concerns regarding the need for WSRC and BSRI to publish a running total of VSP/ERI acceptances by skill categories, so that those at risk of being involuntarily separated can make personal VSP/ERI decisions late in the window.

In general, stakeholders voiced their concern that the human factor is not being satisfactorily considered during this workforce restructuring. The VSP/ERI windows are not open long enough for employees to find other employment or even to consider their options, they wrote. Many also feel that their comments do not matter, and as proof they pointed to the fact that the VSP/ERI window opened while stakeholder comments were still being solicited.

Tax Withholding on VSP Incentives

Many employees were surprised and upset to learn that Federal taxes must be withheld from cash incentive payments at supplemental income rates (28 per cent). When added to state income tax withholding and FICA, the total withholding amounts to 42.65 per cent. Some suggested spreading out payments to minimize the rate of withholding. (Extension of incentives over a period of time does not affect the withholding rates.)

Somewhat related to this issue, some employees were also concerned about when they would receive incentive payments and how they would pay off outstanding Savings and Investment Plan (SIP) loans before they received these payments. Employees also questioned the rate at which SIP income would be taxed when they accepted payout of funds currently held in the SIP.

Unemployment Benefits

There were strong concerns expressed that the State of South Carolina may refuse unemployment benefits to SRS employees who voluntarily separate.

Preference in Hiring

Crafts workers were concerned about implementation of the preference in hiring benefit at SRS. They felt that this policy could result in the Site's rehiring individuals (based on preference in hiring guidelines) who would then require extensive retraining on SRS processes and systems in order to work safely and proficiently. Many expressed strong loyalty to their community and the Central Savannah River Area as well as strong dissatisfaction with current fixed-price subcontracting initiatives which often result in workers from other regions of the country taking their jobs.

WSRC and BSRI Increase and Decrease in Nonexempt Workforce Practice

Full-service nonexempt employees expressed dissatisfaction with the requirement that they must forfeit their recall rights upon acceptance of the VSP. Workers also voiced concern over WSRC's "bust-back" practice, which provides employees who were upgraded from nonexempt to exempt positions a one-time opportunity to return to their nonexempt status and exercise their seniority during a reduction-in-force. Many nonexempt employees felt that this practice is unfair and favors exempt workers at the expense of nonexempt.

Community Assistance

On a community level, several local business owners expressed concern over exactly what benefits would be provided in the Community Assistance Plan, whether "non-technical" groups would qualify, and what the timing of payments might be.

At the first meeting (March 2), a representative from the Aiken County Council expressed concern that the negative impacts felt by SRS employees as a result of workforce restructuring might well extend to local government and ultimately to local taxpayers. This sentiment was echoed at the second meeting (March 27), where representatives expressed concern over short term and long-term impacts to the community. Several attendees expressed concern that "diversification initiatives," while helpful, were starting too late to impact SRS displaced employees, who need solutions and new jobs right away. United Way representatives emphasized that their organization is planning for reductions in next year's fund-raising effort and also preparing a resource booklet to be of assistance to SRS employees, who have supported the United Way so strongly in the past. Also at the second meeting, a specific request from a local school official was made for funding to support counseling of children distressed by parents' impending layoffs.

Stakeholders at both meetings had suggestions about alternative uses for 3161 moneys. One suggestion was to allow those employees who separated in 1993 to donate unused educational assistance money to a community assistance fund. Community stakeholders also expressed concern over relocation funds, questioning whether this would encourage relocation when what was desired was for workers to remain in the area. A suggestion receiving strong support at the second meeting was to allow "relocation" funds to be used alternatively as incentives to local businesses willing to hire displaced SRS employees. This

idea piggybacked on the suggestion made at the initial meeting to offer a \$5,000 "training" incentive to local businesses willing to hire displaced SRS employees, but a distinction was made between strictly "training" funds and funds earmarked for "relocation" which would not be needed should an individual remain in the area, and which could then go directly to local employers. (Several attendees cited similar Department of Defense initiatives.) Attendees also wondered whether the government might provide low-interest loans to those laid off across the nation.

A strong contingent from Barnwell, Allendale and Bamberg Counties make their voices heard at the second community stakeholder meeting. Concerns from this group focused primarily on DOE's ability to fund and support basic infrastructure projects (wastewater treatment, sewers, water, roads) in these rural counties. Their argument for support under the FY 1995 Community Assistance Plan was that these basic needs must be in place before new businesses will consider locating to these areas. Representatives from these counties also expressed concern that the rural areas they represented receive a fair share of funds for targeted programs, as opposed to earmarking funds for Aiken/Augusta area uses only. They also expressed interest in receiving funds for improving their secondary school systems, as opposed to limiting funds to colleges and technical schools. Of special concern was improving communications linking rural secondary schools to other educational institutions across the nation.

The issue of accountability was raised in several contexts. Attendees at the second meeting expressed frustration over failure to attain resolution on subcontract initiatives under discussion, and asked specifically for a "results oriented" plan with specific goals and measurable milestones, ideally designed with input from local elected officials and accountable to local citizens and taxpayers.

Disposition of Stakeholder Comments

The most recurring issues raised about the proposed benefits portion of the workforce restructuring plan included:

- opening the Early Retirement Incentive to more employees,
- extending the Voluntary Separation Program benefits to other than M&O contractor employees, and
- eliminating September 27, 1991, as the "eligibility" date for the \$20,000 VSP or, increasing the \$5,000 separation bonus for the employees hired after that date.

DOE thoroughly evaluated the above issues and came to the following conclusions:

Expansion of the ERI. Due to the high cost of early retirement vs. voluntary separation program benefits, the ERI could not be opened to any additional employees who would have become eligible under either a more liberal combination of the 3+3 incentive, or a 4+4 or a 5+5 program, or an optional retirement program featuring a reduced pension annuity.

Benefits for Non-M&O Employees. Given the distinct and unique differences between M&O employees and contractor/subcontractor employees, 3161 benefits other than a preference in hiring benefit for those who meet the Job Attachment Test and use of the Outplacement Resource Center, were not extended to either DOE support services contractor or WSRC and BSRI subcontractor employees.

Recognition of the Cold War Eligibility Date. The September 27, 1991, eligibility date would continue to be used for both VSP programs, but the separation bonus for employees hired after this date would be increased from \$5,000 to \$7,500.

A number of other changes were made based on employee and community stakeholder comments and are described below:

- Eligibility for the VSP and ERI programs was expanded to include continuous prior employment with M&O contractors at other DOE Defense-related nuclear facilities.
- Eligibility for the \$20,000 VSP program was expanded to include all WSRC and BSRI assimilated employees from M. K. Ferguson, Miller Dunn Electric, and North Brothers.
- The maximum ERI retirement date for eligible employees was extended to September 30, 1995. An employee's date of retirement will be the last day of the month in which the employee becomes eligible.
- WSI employees were provided with the same "cafeteria-style" package with a value of \$20,000 that was offered to WSRC and BSRI employees.
- Non-construction employees are now required to pay back the pro rata share of the benefits if they are re-employed on Site with their former employer within one year.
- The previously approved BSRI construction crafts 3161 benefit program was reinstituted which requires BSRI construction crafts employees to pay back the pro rata share of the benefit if they are re-employed within six weeks after being involuntarily separated.
- A voluntary reduction -in-force (RIF) option was offered for construction workers who applied during the period Tuesday, March 21, 1995, through Thursday, March 30, 1995. Volunteers will be considered when a RIF is scheduled in their specific craft and/or occupational code.
- M&O contractor employees transferring to other corporate locations were provided with reimbursement of relocation expenses up to \$12,000. This benefit was available to employees who would otherwise be ineligible to receive any 3161 benefits.
- The window to use tuition assistance of \$10,000 was expanded to four years for satisfactorily completed course work.
- Company-sponsored training assistance was added to the educational assistance benefit allowing eligible involuntarily separated employees the opportunity to receive up to \$10,000 in training with a new employer, provided that two years of continuous employment was given to the employee.

The most recurring issues raised about the community assistance portion of the plan included:

- funding infrastructure improvements,
- using SRS lands and infrastructure for private sector nuclear and related activities,
- providing incentives to displaced workers to stay in the local region,
- providing incentives to local employers to hire displaced workers,
- expanding the loaned executive program to include assistance to local government and educational agencies, and
- providing assistance in upgrading educational curricula and services at all grade levels.

DOE has taken the following actions in response to these community stakeholder comments:

Infrastructure Improvements. Since infrastructure improvement grant and loan programs traditionally have been the purview of other Federal agencies, these concerns have been communicated to DOE Headquarters which has them under consideration.

Nuclear Industrial Park. Establishment of a portion of SRS as a nuclear industrial park may provide a catalyst to assist the local region in attracting new jobs which build upon the site's proven core competencies. DOE Headquarters has this under consideration since such an undertaking would be consistent with existing site programs and capabilities and would help to maintain SRS core competencies.

Incentives to Stay in Local Region. It is believed that many of the benefits available to displaced workers under the voluntary separation and retirement incentive programs, such as severance pay and educational assistance, do constitute incentives to stay in the local region. In addition, DOE will sponsor incentives to encourage employees to privatize SRS activities within the five-county, two-state local region. Such privatization initiatives would reduce DOE's cost of doing business while creating new jobs in the local private sector.

Incentives to Hire Displaced Workers. The community assistance plan has been revised to include such incentives as part of the proposed economic development seed fund.

Expansion of Loaned Executive Program.. This program has been expanded to include support to regional government agencies and educational institutions to assist in projects designed to upgrade the level of services provided by these agencies and institutions.

Support for Educational Improvements. The proposed educational and training programs have been expanded to include support of educational opportunities in technical fields at the undergraduate and graduate level. Specific initiatives such as those undertaken through the ongoing SRS education outreach program support educational initiatives at all grade levels. And the expanded loaned executive program could be used for other initiatives such as providing assistance in upgrading regional communication capabilities and networks to enable access to global information databases.

The complete text of the approved *Savannah River Site Fiscal Year 1995 Worker Transition and Community Assistance Plan* and the disposition of stakeholder comments (along with the *SRS 1993 Workforce Restructuring Annual Update*) will be made available to employee stakeholders at designated locations across the Site, and to both employee and community stakeholders at local public reading rooms.

VIII. Budget

Costs associated with FY 1995 workforce restructuring will be charged as follows:

- Salary savings realized from July 1, 1995, through September 30, 1995
- Reprogrammed defense funds
- 3161 workforce restructuring funds

These costs include fees for training consultants, outplacement consultants and counselors, and benefits consultants; lease costs for the Outplacement Resource Center; training and outplacement materials; and benefits such as severance pay, retirement incentives, relocation expenses, educational assistance, and extended medical benefits.

Tables VIII-1, VIII-2, and VIII-3 summarize the costs for WSRC and BSRI, WSI, and total Savannah

River Site, respectively. Note that the Financial Accounting Standards Board policy for recognizing expenses associated with business downsizing requires recognizing the liability in the year, or at the point in time, the expenses can be estimated or known. Therefore, all currently identified and estimated expenses related to workforce restructuring initiated in Fiscal Year 1995 will be accrued in Fiscal Year 1995. In the three tables, the following definitions apply:

Retirement Incentive. Actuarial projection of the cost to add three years of service and three years of age to the pension benefits of WSRC and BSRI retirement-eligible employees, including reducing the mandatory retirement age to 50 years old for employees who retired from Du Pont on March 31, 1989, and were rehired by WSRC on April 1, 1989, as well as for employees whose contracts with North Brothers, Miller Dunn Electric, and M. K. Ferguson were assimilated by WSRC or BSRI. This category of expense also includes the costs of providing a separation bonus to retiring employees which consists of one week of pay for each full year of service up to a maximum of 26 weeks and extending life insurance coverage to retired employees.

Voluntary Separation Incentive. The \$7,500 of the post-1991 VSP and any portion of the pre-1991 VSP that totals \$20,000 in benefits or cash which is taken as cash in lieu of any other 3161 benefit options.

Extension of Medical Benefits. Costs associated with extended medical coverage for eligible M&O employees and their eligible dependents excluding the costs paid for by the employee, i.e., the first year, the separated employee pays the active employee premium rate; the second year, the former employee can continue coverage with half of the COBRA rate to be paid by the employee; the third and subsequent years, the former employee may opt to continue coverage by paying 100 percent of the COBRA rate. Extended medical coverage costs for retirees are not included in this category, since these expenses were already included in funding for the FY 1995 operating budget.

Severance Pay. Costs associated with WSRC, BSRI, and WSI full-service employees who are involuntarily separated and who will receive severance pay equal to one week of salary for each year of service up to 26 weeks pay depending on eligibility, as well as costs associated with the construction crafts benefit program. This does not include WSRC and BSRI limited-service employees and subcontractors.

Outplacement Assistance. Includes the cost of leasing and operating an Outplacement Resource Center; expenditures associated with teaching interviewing skills and resume preparation, and subcontracting costs for additional EAP services. Also included are the costs associated with counseling for the retirement incentive program.

Relocation Assistance. Reimbursement of relocation expenditures up to \$2,000 for eligible employees who meet the Job Attachment Test and who are relocated within one year to other DOE facilities, or to other WSRC, BSRI, and WSI locations.

Transfer Assistance. Reimbursement of relocation expenditures up to \$12,000 for eligible M&O employees who accept a transfer to another corporate location. This benefit is for employees who are not eligible for any other 3161 benefits.

Retraining. Incremental costs associated with academic and technical training for displaced defense-related workers who will be reassigned to Environmental Restoration/Waste Management (ER/WM) positions at SRS, as well as those costs associated with academic and technical training for displaced defense-related workers who will be reassigned to non-ER/WM positions at the Site.

Educational Assistance. Costs associated with tuition reimbursement and company-sponsored training assistance up to \$10,000 for eligible employees who meet the Job Attachment Test.

Community Assistance. Costs associated with developing an economic assistance program for the five-county area affected by workforce restructuring and developing an economic impact database.

Other Separation Costs. Costs associated with vesting for eligible voluntarily and involuntarily separated employees and life insurance continuation for involuntarily separated employees are included in this category.

Table VIII-1. WSRC and BSRI workforce restructuring costs - Fiscal Year 1995.

Category	FY 1995 (\$1,000)	FY 1996 (\$1,000)	FY 1997 (\$1,000)	Total (\$1,000)
Retirement incentives	15,890			15,890
Voluntary separation incentive	25,300			25,300
Extension of medical benefits		4,381	2,473	6,854
Severance pay	8,955			8,955
Outplacement assistance	2,402			2,402
Relocation assistance	1,008			1,008
Transfer assistance	336			336
Educational assistance	4	1,934	1,930	3,868
Retraining	12,955	1,355		14,310
Other separation costs		358	179	537
Total workforce assistance	66,850	8,028	4,582	79,460

Table VIII-2. WSI workforce restructuring costs - Fiscal Year 1995.

Category	FY 1995 (\$1,000)	FY 1996 (\$1,000)	FY 1997 (\$1,000)	Total (\$1,000)
Voluntary separation incentive	3,203			3,203
Extension of medical benefits	101	51		152
Severance pay	146			146
Outplacement assistance				0
Relocation assistance	12			12
Transfer assistance				0
Educational assistance	48	24	8	80
Retraining	30			30
Other separation costs				0
Total workforce assistance	3,540	75	8	3,623

Table VIII-3. Total SRS workforce restructuring costs - Fiscal Year 1995.

Category	FY 1995 (\$1,000)	FY 1996 (\$1,000)	FY 1997 (\$1,000)	Total (\$1,000)
Retirement incentives	15,890			15,890
Voluntary separation incentive	28,503			28,503
Extension of medical benefits	101	4,432	2,473	7,006
Severance pay	9,101			9,101
Outplacement assistance	2,402			2,402
Relocation assistance	1,020			1,020
Transfer assistance	336			336
Educational assistance	52	1,958	1,938	3,948
Retraining	12,985	1,355		14,340
Other separation costs		358	179	537
Total workforce assistance	70,390	8,103	4,590	83,083

ATTACHMENT 1



Department of Energy
Savannah River Operations Office
P.O. Box A
Aiken, South Carolina 29802

FEB 07 1995

TO: All Contractor and Subcontractor Employees

SUBJECT: 120-Day Notification

On January 20, 1995, the Department of Energy (DOE) announced an upcoming comprehensive contractor workforce reduction plan to reduce costs and increase productivity in the department's environmental clean-up and other operations at former nuclear weapons production facilities and at other locations.

As a result of reductions in the DOE fiscal year 1996 budget submitted to Congress on February 6, 1995, to achieve improved cost effectiveness and efficiency at DOE sites, the workforce restructuring process is now beginning. At the Savannah River Site we anticipate that approximately 4,200 positions must be eliminated this fiscal year.

This letter serves to satisfy the 120-day notice requirement for involuntary separations as required by section 3161 of the National Defense Authorization Act of 1993. All Site employees are receiving this general notice, and no determination has been made as to which positions will be subject to involuntary separation. DOE Savannah River Operations Office is in the process of developing a Worker Transition and Community Assistance Plan as required by law. This plan will assist displaced employees in several ways:

- Medical benefit extensions ensure that displaced workers and their families will not be without medical insurance;
- Retraining assistance - Tuition reimbursements assist displaced employees in preparing for new careers;
- Relocation assistance;
- Outplacement assistance provides resume preparation and other employment-searching training;
- Comprehensive computer data base that matches the skills of displaced employees with job openings across the country;
- Voluntary incentive separation programs.

To ensure Savannah River Site's unique needs are met, employees, community leaders, government officials, union representatives, and others will be included in finalizing our workforce restructuring plan. We will work to assist our communities by continuing our extensive efforts to promote economic development and diversification proposals that will expand commercialization and attract private industry.

This is a difficult time, and DOE, along with the management of all Site contractor organizations, will keep you advised of developments as they occur. If you have any questions, please contact your Human Resources Representative.

Sincerely,

Mario P. Fiori
Manager

KB95-0084

ATTACHMENT 2



Department of Energy
Savannah River Operations Office
P.O. Box A
Aiken, South Carolina 29802

FEB 17 1995

TO: All Contractor and Subcontractor Employees

SUBJECT: Employee Meetings on the Savannah River Site 1995 Worker and Community Transition Plan

As we announced last week, the Department of Energy and its contractors at the Savannah River Site (SRS) are again beginning the difficult process of restructuring the SRS workforce to respond to our changing mission and reduced budgets. While we recognize that individual and community hardships will occur, we are striving to make sure the necessary cutbacks are achieved in a way that minimizes the impacts on the employees and communities who have supported our nation's defense for the past 40 years.

SRS is now developing a 1995 Worker Transition and Community Assistance Plan to establish the provisions for assisting affected employees and communities as required by the National Defense Authorization Act of 1993. Enclosed for your review and comment is a copy of the executive summary of the 1995 plan which summarizes the provisions we are currently considering.

You are invited to provide your comments on the contents of the proposed 1995 plan at one of the employee stakeholder meetings listed on the enclosure. If you are unable to attend one of the meetings, you may send your comments to the Human Resources Division (HRD-Q), Department of Energy, Savannah River Operations Office, P.O. Box A, Aiken, SC 29802. We will accept written comments until close of business on March 17, 1995.

We are committed to conduct this restructuring so that hardships are minimized to the extent possible. Thank you for your interest and involvement in this process.

Sincerely,

Mario P. Fiori
Manager

KB-95-0094

Enclosure:
Executive Summary

The Department of Energy Savannah River Site FY1995 Worker Transition and Community Assistance Plan Executive Summary

I. Introduction

The *Savannah River Site Fiscal Year 1995 Worker Transition and Community Assistance Plan* is being developed in accordance with Section 3161 of the National Defense Authorization Act of 1993. Savannah River Site (SRS) workers covered in this plan include:

- full-service employees of Westinghouse Savannah River Company (WSRC), Bechtel Savannah River, Incorporated (BSRI) and Wackenhut Services, Incorporated (WSI)
- temporary workers of WSRC/BSRI, including limited-service employees
- subcontractors affected by program and budget changes including those who augment WSRC/BSRI staffing
- construction crafts workers
- Department of Energy (DOE) support services contractors

II. FY1995 Workforce Restructuring Strategy

DOE recently announced that approximately 4,200 positions at SRS are expected to be eliminated this year. The effects on staffing levels for SRS contractors are as follows:

Westinghouse Savannah River Company/Bechtel Savannah River Inc. WSRC/BSRI's original workforce restructuring strategy specified a staffing reduction of approximately 1,700 positions between November 30, 1993, and September 30, 1995. This strategy was based primarily on managing attrition including the completion of construction projects and subcontract tasks, and resignations and retirements of full-service employees, and was further augmented by an ongoing Site hiring freeze. As a result, some 821 positions have been eliminated through management of attrition. However, the full impact of FY1996 budgetary reductions has now been factored into staffing plans for the Site and resulted in the need for an additional reduction of 3,900 positions before the beginning of FY1996.

Wackenhut Services, Inc. In 1993, WSI developed a schedule for the phaseout of security for certain defense facility operations over a three-year period. Based on FY1996 budget impacts, WSI will now have to eliminate 170 positions before the beginning of FY1996.

DOE Support Services Contractors. As a result of the FY1996 budgetary reductions, these DOE contractors will have to eliminate 130 positions in the aggregate before the beginning of FY1996.

During FY1996, additional separations are anticipated based on completion of work and other programmatic changes. These will be in addition to the reductions in staffing which result from attrition and the continuation of the hiring freeze.

III. Workforce Restructuring Programs

The continuing need to reduce Federal expenditures, changing of Site mission, and contract reform initiatives including fixed-price subcontracting require reduced staffing levels for SRS. To accomplish

the reductions specified above, a workforce restructuring plan that uses voluntary incentives and provides assistance to involuntarily terminated employees will be offered in 1995.

3161 Job Attachment Test. To be eligible for SRS benefits, an employee must meet all of the following criteria:

Full-Service Regular Employees

- must be employed at SRS at the time of the 120-day Notification issued on February 7, 1995, and
- must have worked at SRS on or before September 27, 1991, (recognized date as end of Cold War) and continuously thereafter, and
- must be terminated as a result of the announced workforce restructuring action.

Intermittent Workers

- must have been employed at SRS within the 180 days preceding the 120-Day Notification issued on February 7, 1995, and
- must have worked at SRS a total number of hours equivalent to having worked full time, 40 hours per week, from September 27, 1991, to February 7, 1995, or have actually worked onsite the local "industry standard" of full-time from September 27, 1991, through February 7, 1995, and
- must lose their job as a result of the termination of a project or the completion of an assignment or project without prospect for follow-on assignment at the Site for at least one year due to the announced workforce restructuring.

Programs expected to be offered to employees meeting 3161 eligibility criteria are described below and on the last page of this document:

1. **WSRC/BSRI Early Retirement Incentive (ERI) Benefits.** An ERI is expected to be offered to WSRC/BSRI eligible employees (reference the Job Attachment Test) that is identical to the benefit offered in 1993 and which allows employees to add three years of service and three years of age as of May 31, 1995, to calculate pension eligibility and benefits. Eligible full-service WSRC/BSRI employees who elect early retirement will receive a separation bonus equal to one week of pay for each year of service up to a maximum of 26 weeks pay. Employees who accepted severance pay (calculated through September 30, 1985) from Du Pont on April 1, 1989, will receive a separation bonus equal to one week of pay for each year of service up to a maximum of ten weeks pay. Employees who retired from Du Pont on March 31, 1989, and were rehired by WSRC on April 1, 1989, will receive a separation bonus equal to one week of pay for each year of service up to a maximum of six weeks pay. Assimilated employees who rolled over from M. K. Ferguson, Miller Electric, and North Brothers to WSRC/BSRI between November 1989, and October 1992, will receive a separation bonus of one week of pay for each full year of service with WSRC/BSRI up to a maximum of six weeks pay.
2. **WSRC/BSRI Voluntary Separation Program (VSP) Benefits.** A VSP is anticipated for all full-service WSRC/BSRI 3161-eligible employees, which differs from that offered in 1993. Using a "cafeteria-style" approach, an employee eligible to receive 3161 benefits (reference the Job Attachment Test above) will be allowed to select benefit options up to a maximum value of \$20,000, which include extended medical coverage, educational assistance, outplacement

assistance, and relocation assistance. An eligible employee may elect to take all benefits in cash alone. If workers are re-employed on the Site within one year after taking the voluntary separation, they must pay back this benefit.

In order to maintain the integrity of the core competencies required to safely and responsibly operate the Site, WSRC and BSRI may deny participation in this program when the loss of special skills would adversely affect Site operations.

3. **WSI Voluntary Separation Benefits.** A voluntary separation program is expected to be offered to eligible (reference the Job Attachment Test) WSI employees. Benefits similar to those offered to WSI employees in 1993 and 1994 include one week's severance pay for each year of service, voluntary incentive pay equal to three times the employee's most recent pension plan contribution, extended medical coverage, educational assistance, outplacement assistance, and relocation assistance. If workers are re-employed on the Site within one year after taking the voluntary separation, they must pay back this benefit.

In order to maintain the integrity of the core competencies required to safely and responsibly operate the Site, WSI may deny participation in this program when the loss of special skills would adversely affect Site operations.

4. **Benefits for Involuntarily Separated Employees.** With the exception of the cash-only option described above, 3161 benefits as listed on the attached matrix will be provided to eligible employees (reference the Job Attachment Test) who are involuntarily separated as a result of workforce restructuring and to workers who are displaced as a result of continuing fixed-price subcontracting initiatives at SRS.
5. **Construction Crafts Employees.** Employees meeting the 3161 Job Attachment criteria for intermittent workers, and who have no prospect of a follow-on assignment at SRS will receive a special one-time benefit equal to six weeks pay at the hourly rate times 40 hours per week. Construction employees will also be eligible for educational assistance benefits, relocation assistance when a displaced construction employee obtains employment at another DOE facility, and access to the Resource Center and the DOE resume bank (JOBBS network). Effective upon the approval of this plan, if workers are re-employed on the Site for construction work within one year after being involuntarily separated, they must pay back this benefit.
6. **WSRC/BSRI Limited-Service Employees - WSRC/BSRI Subcontractor Employees - DOE Support Services Contractors.** Employees whose contracts are terminated during the period of performance due to workforce restructuring will be able to use the Resource Center and will be provided with resume preparation services and access to the DOE resume databank (JOBBS network).
7. **Preference in Hiring.** Eligible non-construction employees who have been involuntarily separated will be entitled to a continuing preferential hiring benefit where practicable and consistent with the order of preference specified in the *SRS 1993 Workforce Restructuring Plan* and repeated below:
 - First preference will be given to displaced full-service employees of the Site contractor having the opening.
 - Second preference will be given to displaced full-service employee from the other onsite contractors.

- Third preference will be given to displaced full-service employees from management and operating contractors at other DOE sites.
- Fourth preference will be given to displaced intermittent/temporary workers at the Site.
- Fifth preference will be given to displaced intermittent/temporary workers from other sites.
- The last option will be to hire from outside of the Site and DOE complex.

Eligible construction crafts employees who have been involuntarily separated will receive preference in rehiring on a one-time basis only. Local discussions with union representatives are continuing in a collective effort to develop an implementation plan for preferential hiring for construction work at SRS.

Full-Service Employees Hired After September 27, 1991. WSRC/BSRI and WSI full-service employees who meet the eligibility criteria defined in the 3161 Job Attachment Test, with the exception that they were hired to work at SRS after September 27, 1991, will be eligible to receive a special incentive payment up to a maximum value of \$5,000, if they elect voluntary separation. If workers are re-employed on the Site within one year after taking this voluntary separation, they must pay back this benefit.

Involuntarily separated WSRC/BSRI and WSI full-service employees hired after September 27, 1991, will receive separation benefits as provided for in their respective company's policies. In addition, they will be able to use the Resource Center and will be provided with resume preparation services and access to the DOE resume databank (JOBBS network).

IV. Community Assistance Plan

Since last year, DOE and WSRC have reorganized to place special emphasis and management attention on community assistance and outreach. With the reorganization, more structured and focused programs have and continue to be developed, as Congress continues to appropriate more funds in this area. Specifically, Section 3161 of the National Defense Authorization Act for Fiscal Year 1993 authorizes DOE to provide financial and other assistance to communities, industries, economic development agencies and other government agencies. This plan outlines how we are proceeding to implement this authority.

For Fiscal Year 1993, \$4.2 million was authorized by Congress to DOE-Savannah River to provide assistance to communities impacted by worker reductions. For Fiscal Year 1994, community assistance funding in the National Defense Authorization Act to DOE-Savannah River increased by another \$6 million.

In 1993, the Savannah River Regional Diversification Initiative (SRRDI) was formed to develop and implement a regional vision for economic development and diversification for the five-county, two state local region. This organization comprises business, government, and education leaders from South Carolina and Georgia. DOE and its contractors are committed to working with this organization in supporting a wide range of technology-based initiatives designed to contribute to the overall prosperity of the region and to complement a regional vision.

In March, 1994, the SRRDI solicited pre-proposals for the undertaking of economic development planning. Thirty-one proposals valued at \$2.8 million were received. The proposals ranged from suggestions for planning grants to descriptions of specific implementation initiatives. Twelve of the proposals were consolidated into a grant application for \$1.3 million which the Department has awarded for the development of an integrated regional economic development plan.

As the regional plan takes shape under the leadership of this organization, the Site's community assistance plan will be adjusted as appropriate to ensure that the programs and projects initiated under the plan are supportive of this regional vision. The SRRDI will serve as the link between DOE and key local stakeholders in the development and implementation of this community assistance plan. Other initiatives currently underway include:

- Assessments/analyses of the socioeconomic impacts of downsizing at SRS and the commercialization potential of Site technologies
- Support of the SRRDI's operating costs over a three-year period and preparation of a regional economic development plan
- Support to the SRRDI to implement the integrated regional economic development plan
- Assistance to education institutions that incur extraordinary costs associated with downsizing
- Economic development assistance in the form of seed capital or matching funds for partnership proposals for economic expansion based on Site technologies and technology-based programs

These funds are supplemented with funds from other DOE program budgets, and supplemental funding supports cooperative research and development agreements and educational programs.

The Department's goal is to apply much of the community assistance funding to innovative technology transfer and economic development programs conceived and designed to attract the investment of funds from other Federal programs, state governments, and private industry for mutual benefit. Projects will be selected and partnerships will be pursued based on merit of proposed concepts. Initiatives in this area include:

- Regionally compete, within the region of influence established by Congress, specific economic development projects intended to develop private sector capability, reemploy displaced workers and attract private sector investment.
- Accelerate process of outsourcing services and the privatization of Site functions within the regional community. Identify candidate activities and develop business strategies designed to maximize private sector interest and involvement in meeting Site and community needs.
- Assist in the development and implementation of a non-profit organization, the Southeastern Environmental Resources Alliance, to assist small and medium sized manufacturers with environmental technology and compliance issues.
- Continue to support the Technology Transfer Program to include Technical Assistance Agreements, Cooperative Research and Development Agreements, User Agreements, and Work for Others Programs.
- Continue the Site's focus on enhancing regional educational opportunities as a vehicle to attract new business to the region.

V. Communications and Stakeholder Consultation

Three meetings will be held to provide stakeholders with an opportunity to discuss workforce restructuring issues with DOE, WSRC/BSRI, and WSI representatives. Employee and community stakeholders are invited to attend the appropriate stakeholder meeting where they will be able to voice concerns and obtain answers to questions regarding workforce restructuring activities planned for SRS during the balance of FY1995. The schedule for these meetings is as follows:

- **Employee Stakeholders Meeting #1**

Date: February 27, 1995
Time: 5:00 p.m.
Location: William B. Bell Auditorium
712 Telfair Street
Augusta, GA

- **Community Stakeholders Meeting**

Date: March 2, 1995
Time: 6:30 p.m.
Location: City of Aiken Conference Center
215 "The Alley"
Aiken, SC

- **Employee Stakeholders Meeting #2**

Date: March 10, 1995
Time: 2:00 p.m.
Location: Augusta Richmond County Civic Center Exhibit Hall
601 Seventh Street
Augusta, GA

Additionally, when completed in early March, the full text of the draft *Savannah River Site Fiscal Year 1995 Worker Transition and Community Assistance Plan* (along with the *SRS 1993 Workforce Restructuring Annual Update*) will be available to employee stakeholders at designated locations across the Site and to both employee and community stakeholders at the following locations:

- **U. S. Department of Energy Public Reading Room**

Phone: (803) 641-3465
Gregg-Graniteville Library
USC - Aiken
171 University Parkway
Aiken, SC

Hours: Monday - Thursday, 8 a.m. - 11 p.m.
Friday, 8 a.m. - 5 p.m.
Saturday, 10 a.m. - 5 p.m.
Sunday, 2 - 11 p.m.

- **Thomas Cooper Library**
Phone: (803) 777-4866
Government Documents Department
University of South Carolina
Columbia, SC
Hours: Monday - Friday, 8 a.m. - 10 p.m.
Saturday, 10 a.m. - 8 p.m.
Sunday, 1 - 10 p.m.

- **Reese Library**
Phone: (706) 737-1744
Augusta College
2500 Walton Way
Augusta, GA
Hours: Monday - Thursday, 7:45 a.m. - 10:30 p.m.
Friday, 7:45 a.m. - 5 p.m.
Saturday, 9 a.m. - 9 p.m.
Sunday, 1:30 - 9:30 p.m.

- **Asa H. Gordon Library**
Phone: (912) 356-2183
Savannah State College
Tompkins Road
Savannah, GA
Hours: Monday - Thursday, 8 a.m. - 11 p.m.
Friday, 8 a.m. - 5 p.m.
Saturday, 1 - 5 p.m.
Sunday, 2 - 10 p.m.

All written stakeholder comments, ideas, recommendations, and concerns must be received by March 17, 1995, and should be addressed to:

Human Resources Division
(HRD-Q)
Department of Energy
Savannah River Operations Office
Post Office Box A
Aiken, SC 29802

Stakeholder comments will be carefully evaluated and considered for incorporation into the final plan consistent with contractual provisions and sound fiduciary responsibilities.

**DEPARTMENT OF ENERGY - SAVANNAH RIVER SITE
1995 WORKER TRANSITION AND COMMUNITY ASSISTANCE PLAN - 3161 BENEFITS**

ELIGIBILITY MATRIX	WSRC Full-Service Employees	BSRI Nonmanual Full-Service Employees	Wackenhut Services, Inc. Employees	WSRC/BSRI Limited-Service Employees	WSRC/BSRI Subcontract Employees (3)	WSRC/BSRI Assimilated Employees (4)	DOE Support Services Contractors Employees (4)	Construction Craft Option A Employees (4)	Construction Craft Option B Employees (4)
120-Day Notice	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No
Early Retirement Incentive	Yes	Yes	No	No	No	Yes	No	Yes	No
Voluntary Separation Incentive	Yes	Yes	Yes	No	No	Yes	No	No	No
Construction Layoff Benefit	No	No	No	No	No	No	No	Yes	Yes
Retraining Retained Employees	Yes	Yes	Selected	No	No	Yes	No	No	No
Education Assistance *	Yes	Yes	Yes	No	No	Yes	No	Yes	Yes
Severance Pay	Yes	Yes	Yes	No	No	Yes	No	No	No
Resource Center *	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
DOE Resume Databank/JOBBS Network	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Resume Preparation	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Strategy Interviews - Workshop	Yes	Yes	Yes	No	No	Yes	No	No	No
Subject Expert Sessions	Yes	Yes	Yes	No	No	Yes	No	No	No
Employee Assistance Program	Yes	Yes	Yes	No	No	Yes	No	Yes	No
Benefits Counseling	Yes	Yes	Yes	No	No	Yes	No	Yes	No
Extension of Medical Coverage *	Yes	Yes	Yes	No	No	Yes	No	Yes	No
Automatic Vesting in SIP	Yes	Yes	Yes	Yes (2)	No	Yes	No	Yes	No
Relocation Assistance *	Yes	Yes	Yes	No	No	Yes	No	Yes	Yes
Preference in Hiring (1)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

- 1) For non-construction employees the same order of preference as cited in the SRS 1993 Workforce Restructuring Plan, reference page 20.
2) Only limited-service employees with 3 or more years of service will receive company contributions (including associated earnings).
3) This category includes subcontract employees who augment WSRC/BSRI staffing.
4) This category includes those employees who rolled over from MK Ferguson, Miller Electric and North Brothers to WSRC/BSRI between 11/89 and 10/92.
5) This category includes former DuPont craft employees on roll 3/31/89, who were hired by BSRI on 4/1/89, and elected to participate in WSRC/BSRI ann.
* See next page for summary description of these 3161 benefits.

Department of Energy - Savannah River Site

FY1995 Worker Transition and Community Assistance Plan

3161 Benefits Summary

Medical and Dental Benefits. Eligible employees who separate voluntarily or involuntarily and who are not otherwise eligible for coverage under another program, such as through a new employer or their spouse's medical plan, will receive extended medical benefits. Such employees and their eligible dependents will be provided with continuation of medical benefits as follows:

<u>Year 1</u>	Company pays 100 percent of company-paid rate; separated employee pays the active employee premium rate for dependent coverage.
<u>Year 2</u>	Employee pays one-half the COBRA rate.
<u>Year 3 and subsequent years</u>	Employee pays the full COBRA rate.

Eligible employees and their eligible dependents will be able to obtain dental benefits under Title X of the Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA) at employee expense.

Educational Assistance. Educational assistance will be made available to those eligible employees who are voluntarily separated and select this benefit or to those who are involuntarily separated due to workforce restructuring to cover tuition, fees, books, laboratory fees, or other required expenses for an approved course. The amount of assistance available is not to exceed \$10,000 over a two-year period. Students are required to satisfactorily complete the coursework to continue to receive this benefit. If eligible separated employees are receiving financial assistance through other publicly funded sources, those funds have to be used prior to using this educational assistance benefit. Eligible individuals must be enrolled at an educational institution that is regionally accredited or approved for Veterans Administration benefits. These disbursements are also subject to federal and state taxes.

Relocation Assistance. Eligible employees who are voluntarily and involuntarily separated will be eligible for reimbursement of relocation expenses up to \$2,000 if they are hired to fill a position at another DOE, Westinghouse, Bechtel, or WSI location, and if the hiring location's policies and practices do not cover full reimbursement of relocation expenses.

Resource Center. Outplacement services will be made available to all voluntarily and involuntarily separated employees. Outplacement services will be provided to workers displaced due to workforce restructuring and fixed-price subcontracting initiatives. In addition, services provided for WSRC full-service employees, BSRI non-manual employees, and WSI full-service employees will include transition and career path counseling and innovative job search techniques.

SRS will provide a facility with equipment and supplies for use by separated personnel at the Resource Center. Job fairs, as well as posting of separated employees' qualifications through various private, state and federal job bank networks will be provided. Resume books and other devices geared toward optimizing job opportunities will be available. The Resource Center staff will maintain an active communications network designed to keep separated employees aware of employment opportunities and will also maintain a close liaison with state employment and counseling agencies in the Central Savannah River Area. Services will be rendered on a daily basis during normal working hours.